

WASHINGTON-DIRECTED ACTIVITIES



OFFICE OF THE UNDER SECRETARY FOR PUBLIC DIPLOMACY AND PUBLIC AFFAIRS

U.S. Undersecretary of State for Public Diplomacy Rick Stengel introduces Silicon Valley Bank Chief Executive Officer Greg Becker who, in turn, was to introduce U.S. Secretary of State John Kerry to deliver welcoming remarks to attendees at the Global Entrepreneurial Summit on June 22, 2016, after arriving on the campus of Stanford University in Palo Alto, California. [State Department photo]

OFFICE OF THE UNDER SECRETARY FOR PUBLIC DIPLOMACY AND PUBLIC AFFAIRS (R)

FY 2014 Actual: \$1.018 million; FY 2015 Actual: \$1.092 million; FY 2016 Planned: \$1.092 million; FY 2017 Request: \$1.112 million
(administered by the Executive Secretariat for office operating expenses including contract staffing, travel, and supplies)

The Under Secretary for Public Diplomacy and Public Affairs reports directly to the Secretary of State and leads America's public diplomacy (PD) outreach, which supports the achievement of U.S. foreign policy goals and objectives, advances national interests and enhances national security by informing and influencing foreign publics and by expanding and strengthening the relationship between the people and government of the United States and citizens of the rest of the world.

By law, the under secretary has primary responsibility for assisting "the Secretary and the Deputy Secretar[ies] in the formation and implementation of U.S. public diplomacy policies and activities, including international educational and cultural exchange programs, information, and international broadcasting." The under secretary directly oversees the bureaus of Educational and Cultural Affairs (ECA), Public Affairs (PA), and International Information Programs (IIP), as well as the Global Engagement Center (GEC) and an Office of Policy, Planning, and Resources (R/PPR). Among other things, the under secretary:

- Serves as the principal adviser to the Secretary and deputy secretaries on all PD matters, including the allocation and oversight of PD resources to all regional and functional bureaus and other offices;
- Directs the formulation of and coordinates department policies and positions on public affairs and PD issues, supervises the execution of such policies within the Department of State and represents the department on such matters with other agencies of the U.S. government;
- Prepares an annual PD strategic plan, in consultation with posts and department bureaus; and
- Provides guidance to all department personnel who conduct and implement PD policies, programs and activities.

The under secretary's office staff currently comprises 13 positions:

- One chief of staff/executive assistant, who oversees office operations;

- Five senior advisors (strategic communications, countering violent extremism, press and speechwriting, entrepreneurship and global youth issues*);
- One military advisor on detail from the Department of Defense;
- Four special assistants with coordination responsibility for specific bureaus, offices and policy issues; and
- Two staff assistants and two office management specialists, who provide administrative and logistical support.

SPECIAL ADVISOR FOR GLOBAL YOUTH ISSUES*

FY 2014 Actual: \$0; FY 2015 Actual: \$500,000; FY 2016 Planned: \$500,000
(held by R/PPR*)

Given the central role that youth engagement plays in PD's efforts to advance foreign policy goals, in 2014 the department moved the special advisor for Global Youth Issues from the Office of the Under Secretary for Civilian Security, Democracy and Human Rights (J) to the Office of the Under Secretary for Public Diplomacy and Public Affairs (R), reporting to the chief of staff. The special advisor serves as the department's principal representative on youth issues and leads efforts to coordinate and amplify global youth policy and initiatives among the regional and functional bureaus. The special advisor's budget, established in fiscal year 2015 after the position was moved to the Under Secretary for Public Diplomacy and Public Affairs' front office, covers travel expenses and funds special youth-focused initiatives implemented through posts and other department offices, such as a women and youth forum for 150 young entrepreneurs during the 2015 Global Entrepreneurship Summit and support for the Young Leaders of the Americas pilot program to engage young leaders from Latin America and the Caribbean.

POLICY, PLANNING AND RESOURCES OFFICE OF THE UNDER SECRETARY FOR PUBLIC DIPLOMACY AND PUBLIC AFFAIRS (R/PPR)

FY 2014 Actual: \$6.72 million; FY 2015 Actual: \$7.950 million; FY 2016 Planned: \$9.6 million; FY 2017 Request: \$15.7 million

The Office of Policy, Planning and Resources (R/PPR) was established on September 23, 2004, to “provide long-term strategic planning and performance measurement capability for public diplomacy and public affairs programs ... [and] enable the Under Secretary [for Public Diplomacy and Public Affairs] to better advise on the allocation of public diplomacy and public affairs resources, to focus those resources on the most urgent national security objectives, and to provide realistic measurement of public diplomacy and public affairs effectiveness.”

R/PPR’s core functions are split between two managing director portfolios with the following responsibilities:

1) Resources

- Provide financial oversight of the execution of all PD budgets funded through the Diplomatic and Consular Programs (D&CP) and/or Educational and Cultural Exchange (ECE) appropriations.
- Allocate all PD resources from the D&CP appropriation to the regional and functional bureaus and other offices.
- Resource strategic plans through data-driven budget and personnel decisions.

- Provide coordination and project management for information technology investments.
- Serve as a central resource and advocate for PD professionals throughout the department, including on issues related to internal structures, hiring, training, promotions and career development.

2) Policy and Planning

- Draft, issue, and monitor compliance with policy guidance on PD programs and activities.
- Develop strategic plans and the tools needed to determine the optimal application of PD resources for advancing U.S. foreign policy goals.
- Enhance research and performance-evaluation capacities for PD functions worldwide.
- Lead coordination of PD strategies and activities among ECA, IIR, PA, GEC and the regional and functional bureaus as well as the interagency community, as needed.
- Engage external stakeholders on public diplomacy issues.

2015–2016 PROGRESS - The office made important progress on a number of key issues the past year, including:

- Releasing a formal evaluation policy that, for the first time, establishes requirements for evaluating the impact of PD programs;
- Creating a data-based system to evaluate PD Overseas Staffing Model rankings, capturing the levels of importance and difficulty of conducting PD outreach at each mission;
- Instituting a functional bureau strategic planning process for use of PD funding;
- Developing and managing a department-wide social media strategy;
- Rolling out new templates for the PD Country Context (PDCC) and annual Public Diplomacy Implementation Plan (PDIP) that require posts to link PD programs to the Integrated Country Strategy (ICS) and identify target audiences, partners and expected outcomes; and
- Piloting a completely redesigned Mission Activity Tracker (MAT).

The fiscal year 2016 budget increase is enabling R/PPR to create an integrated Resources Data Warehouse Platform that consolidates a multitude of data streams to allow for more seamless reporting, analytics and projections from one source. The requested increase in fiscal year 2017 would allow R/PPR to build out the capacity of its newly retooled Research and Evaluation Unit (REU) to develop constructive research and impact evaluations that drive prioritization decisions and ensure PD programs better reflect strategic objectives and audiences.

FY 2016 BUDGET: \$9.620 MILLIONResources

Global Youth**	\$500,000
Personnel-Related Expenses	\$100,000

Policy and Planning

Evaluation	\$1,487,000
Mission Activity Tracker	\$3,000,000
Other Strategic Planning Tools (PDIP, PDRP, PDCC, Data Warehouse)	\$3,100,000
Digital Outreach	\$700,000
Personnel-Related Expenses	\$733,000

FY 2015 BUDGET: \$7.950 MILLIONResources

Global Youth**	\$500,000
Personnel-Related Expenses	\$75,000

Policy and Planning

Evaluation	\$1,591,995
Mission Activity Tracker	\$3,946,600
Other Strategic Planning Tools (PDIP, PDRP, PDCC)	\$542,405
Digital Outreach	\$731,200
Personnel-Related Expenses	\$563,170

FY 2014 BUDGET: \$6.758 MILLION¹Resources

Personnel-Related Expenses	\$60,000
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Policy and Planning

Evaluation	\$2,003,000
Mission Activity Tracker	\$3,235,000
Other Strategic Planning Tools (PDIP, PDRP, PDCC)	\$965,976
Digital Outreach	\$34,000
Personnel-Related Expenses	\$460,000

¹ As explained in the 2014 report, R/PPR had a \$5.72 million increase (+85 percent) from FY 2013 to FY 2014. That year, the evaluation unit returned from IIP to R/PPR and the office assumed responsibility for the Mission Activity Tracker (MAT). The additional \$5.72 million covers the contractual costs associated with evaluation unit's work and all those associated with the daily operation of the Mission Activity Tracker (MAT).

STRATEGIC PLANNING AND FINANCIAL TOOLS

FY 2014 Actual: \$965,976; FY 2015 Actual: \$542,405; FY 2016 Planned: \$3.1 million*

*Note: These figures account for all of the below tools except for MAT, which has a separate budget line.

The PD strategic planning cycle uses a suite of tools to link the work of embassy Public Affairs Sections (PAS) to foreign policy objectives. The tools are designed to promote strategic planning through audience research, program implementation, resourcing and evaluation on an annual cycle. Together, the tools compile data about the public diplomacy operating environment, activities and the primary State Department objectives and themes being addressed. They are intended to give public affairs officers (PAOs) an overview of the financial and personnel resources, engagement platforms, and management tools.

The tools include: the PD Country Context (PDCC), a snapshot of the local cultural, political and economic environment; the Public Diplomacy Implementation Plan (PDIP), an annual strategic plan of PD activities based on an embassy's Integrated Country Strategy (ICS); the Public Diplomacy Resource Allocation Module (PD-RAM), a standardized financial planning tool provided by the Bureau of the Comptroller and Global Financial Services (CGFS) that helps the department's top managers assess the connection between PD budgets and strategic goals; the PD Resource Profile (PDRP), a comprehensive overview of budgeting, spending and activities; and the Mission Activity Tracker (MAT), which aims to account for all foreign public engagement activities at post. Collectively, these tools aim to provide a consistent and logical progression from research and annual planning to activity tracking and evaluation.

Public Diplomacy Country Context (PDCC)

The Public Diplomacy Country Context (PDCC) is a triennial document designed to give interested stakeholders an immediate understanding of the societal, political, economic and cultural environments that exist within a country. Together the PDIP and PDCC serve to inform policy-making and ensure that PD resources are deployed in line with current priorities.

The Public Diplomacy Resource Profile (PDRP)

The Public Diplomacy Resource Profile (PDRP) is an online "dashboard" overview of all PD resources that PAOs oversee or directly manage. It provides public diplomacy managers a regularly updated snapshot of how each public diplomacy post is using the full range of its resources—financial, human, program and physical spaces—to support the mission's public engagement objectives. The PDRP provides access to annual public diplomacy resource information not previously available in one place. It is intended as a baseline reference for planning public diplomacy activities and projecting budgets for the coming year. The PDRP is intended to provide particularly useful insight for the preparation of the Public Diplomacy Implementation

Plan and the PD Resource Allocation Module (PD-RAM). R/PPR will soon be adding in data to demonstrate how the post is using its grants, giving managers the basis to further analyze human resource requirements. It will also house PDRP data in a fully searchable database, which will allow managers to compare data across regions and categories and vastly improve the utility of the PDRP for managerial analysis and data-informed decision-making.

Public Diplomacy Implementation Plan (PDIP)

The Public Diplomacy Implementation Plan (PDIP) is an annual strategic planning tool for posts to link public diplomacy audiences, programs and activities with Integrated Country Strategy (ICS) goals and objectives at every post. The PDIP provides a common structure and format for Public Affairs Sections to report their strategic plans for significant educational, cultural, public and media engagement programs and activities to advance foreign policy goals. Posts can revise the PDIP throughout the year as needed. Washington users can extrapolate information about regional and thematic plans for public diplomacy from posts' published PDIPs.

Public Diplomacy Resource Allocation Module (PD-RAM)

The Public Diplomacy Resource Allocation Module (PD-RAM) is a standardized financial planning tool provided by the Bureau of the Comptroller and Global Financial Services (CGFS) and the Office of Policy, Planning and Resources (R/PPR) to public affairs officers (PAO) and financial management officers (FMO) worldwide. PD-RAM offers the means to plan, track and report on the resources devoted to public diplomacy programs conducted overseas. PD-RAM is a tool that enables posts and bureaus to budget PD resources by program type and strategic themes and then track actual expenditures using those same categories. In addition to helping the department's top managers assess the connection between PD budgets and strategic goals, the tool makes it easier for field PAOs and FMOs to manage and evaluate PD program expenditures.

Overseas Staffing Model Category (OSM) - Updating Public Diplomacy Component

Overseas Staffing Model categories are used by the department to determine the relative importance and staffing requirements of overseas diplomatic missions. Over the past year, R/PPR has completed a comprehensive examination of the criteria the OSM review process uses to analyze public diplomacy operations. Significant changes, incorporated into this year's review, include clarity about the baseline services public diplomacy will provide an embassy in each category and, most significantly, specific criteria

that would require and justify a different level of public diplomacy resource investment than would typically be associated with embassies in a specific category.

Mission Activity Tracker (MAT)

FY 2014 Actual: \$3.235 million; FY15 Actual: \$3.946 million; FY 2016 Planned: \$3 million

Launched on October 1, 2007, the Mission Activity Tracker (MAT) is a performance management tool designed to track and measure public diplomacy activities in the field. MAT is the platform for embassy Public Affairs Sections to gather data, measure performance and illustrate the diversity of public diplomacy activities worldwide. MAT also serves as a source of data for department managers (OIG, regional PD desk officers and others). In 2014, R/PPR began a complete redesign of MAT, by consulting with select posts and several Washington offices. The resulting design improved the user experience, captured better data and enabled users at posts and in Washington to quickly access information on a wide range of PD activities. Specifically, the new MAT will link activities to mission goals established by the post's Integrated Country Strategy (ICS), which represents the country team's objectives and informs the Public Diplomacy Implementation Plan (PDIP). The updated MAT connects PD activities with larger foreign policy strategic objectives and local mission goals and aids public diplomacy officers design more strategically relevant programs.

Functional Bureau PD Strategy

R/PPR continues to build on the recent launch of the public diplomacy strategic planning process for functional bureaus looking to work with posts to implement PD initiatives in support of specific U.S. foreign policy goals. The functional bureaus, in consultation with regional bureaus, developed plans identifying key bureau goals and the specific audiences, messages and programs planned to achieve those goals, as well as how to measure the impact of their efforts. This initiative strengthens the ability of public diplomacy to support foreign policy imperatives by improving coordination across bureaus. One example is working with the Bureaus of Energy Resources and Western Hemisphere Affairs in aligning and deconflicting activities related to the Vice President's Caribbean Energy Security Summit.

RESEARCH AND EVALUATION

FY 2014 Actual: \$2.003 million; FY 2015 Actual: \$1.592 million; FY 2016 Planned: \$1.5 million; FY 2017 Request: \$7.7 million

The Office of Policy, Planning, and Resources (R/PPR) established the Research and Evaluation Unit (REU) in response to recommendations from the U.S. Advisory

Commission on Public Diplomacy (ACPD), Government Accountability Office (GAO), the Office of Management and Budget (OMB) and an R/PPR internal management review. R/PPR expanded its capacity to conduct evaluations of major public diplomacy initiatives, particularly those involving more than one bureau or post. It is also working to build a cycle of PD program design, monitoring and evaluation. In addition to conducting its own evaluations, the REU consults and advises on R-family bureau evaluations to ensure they are designed and implemented in accordance with departmental policies, procedures and evaluation best practices. REU also shares information on evaluation outcomes with State offices, OMB and Congress and provides both general guidance and individualized assistance to PAOs, both at post and in Washington, on evaluation policy, procedures and reporting. R/PPR increased the number of social scientist evaluators on staff from one to four in fiscal year 2016 and assigned an FSO on the Policy and Planning staff to act as an evaluation adviser.

R/PPR is expanding its research capabilities to arm PAOs with the same type of research used by political, information, product marketing and other communications campaigns. The research employs a variety of techniques (e.g., surveys, focus groups, in-depth interviews, social network analyses and ethnography) and aims to be actionable and provide concrete, tactical guidance on audience targeting (segmentation), messaging, media and platforms. The research is done at the request of, and in close consultation with, posts or Washington offices and includes both original and curated research conducted by other agencies and institutions. REU professionals also work directly with PAOs to help them integrate research into strategic planning (e.g., PDIPs and ICSSs) and translate it into tactical, in-the-field action. REU produced more than 60 audience research reports the past year.

DIGITAL DIPLOMACY

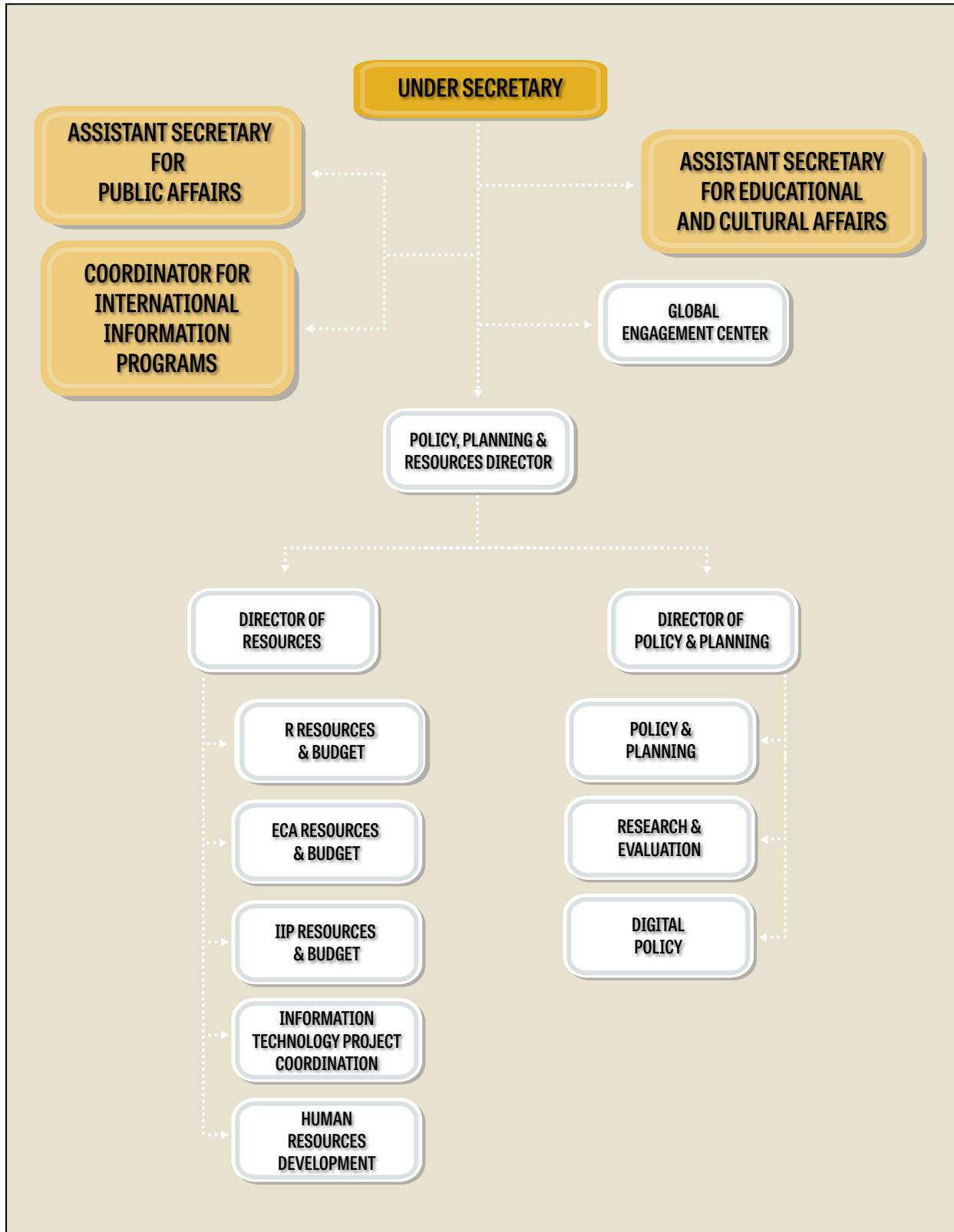
FY 2014 Actual: \$34,000; FY 2015 Actual: \$731,200; FY 2016 Planned: \$700,000

Digital engagement is a core public diplomacy priority. R/PPR is strengthening public diplomacy's and the department's ability to strategically and appropriately deploy digital technologies for communications and programmatic purposes. The primary goal is to enable cross-organizational collaboration networks and standard operating procedures that help facilitate the rapid and comprehensive development, deployment and measurement of multimedia content via the State Department's numerous social media channels worldwide. In addition to supporting infrastructure for global messaging online, R/PPR is working to identify, aggregate and articulate opportunities and challenges facing the department's evolving use of digital media, especially in the field.

While the public diplomacy bureaus play a leading role in

the use of digital engagement, the vast majority of State Department social media accounts are maintained and administered by overseas posts and tracked by digital media coordinators within the regional bureaus' PD offices. These positions, established and funded by the Under Secretary for Public Diplomacy and Public Affairs, serve as key points of contact for overseas digital media practitioners and as conduits of information between Washington and the field for coordinating digital campaigns. At present, R/PPR, IIP and the regional bureaus' PD offices are leading the deployment of an enterprise-grade software world-wide to manage the State Department's entire social media presence and collect and measure social media output and engagement.

R/PPR ORGANIZATIONAL CHART



WASHINGTON-DIRECTED ACTIVITIES



BUREAU OF EDUCATIONAL AND CULTURAL AFFAIRS (ECA)

Photo taken at the 2016 Emerging Young Leaders Ceremony at the U.S. Department of State, April 20, 2016.

Credit: Kelsey Brannan, ECA/PASC, U.S. Department of State

BUREAU OF EDUCATIONAL AND CULTURAL AFFAIRS (ECA)

FY 2013 Actual – \$574 million; FY 2014 Actual – \$569 million; FY 2015 Actual – \$590 million; FY 2016 Enacted – \$591 million; FY 2017 Request – \$640 million

The Bureau of Educational and Cultural Affairs (ECA) builds lasting partnerships for the United States around the world through people-to-people exchanges. The broad foreign policy goals ECA helps to implement include: promotion of mutual understanding between the people of the United States and of foreign countries; fostering alternatives to violent extremism; encouraging democratic values, strong civil society institutions and human rights; and advancing U.S. global competitiveness and the transition to climate-resilient societies. ECA programs are guided by a functional bureau strategy based on global engagement directives from the President and the National Security Council, the Department of State Quadrennial Diplomacy and Development Review (QDDR), the strategic plan of the Undersecretary of State for Public Diplomacy and Public Affairs and congressional consultation. In January 2016, the ECA Strategic Planning Working Group released its 2016-2018 Functional Bureau Strategy after a consultative, whole-of-Bureau process.

In fiscal year 2016, there are five operational priorities for ECA programs. They include:

- Exchanges for young professionals to engage a new generation of leaders;
- English language teaching, especially for youth, to facilitate interaction with American culture and information and offer educational opportunities;
- Rapid response capabilities to react flexibly to foreign policy developments and crises;
- Alumni networks that maximize the investment made in almost 1 million alumni of U.S. government exchange programs;
- Digital technology, social media and virtual exchanges to enhance outreach and efficiency.

About 55,000 people take part in ECA-funded exchange programs every year, including opportunities for 10,000 Americans to travel abroad. Almost 275,000 visitors come annually to the United States on privately funded J-1 visa programs that ECA oversees, with 86 percent of these visitors under 30 years of age. ECA supports a network of approximately 400 EducationUSA advising centers worldwide to provide foreign students interested in studying in the United States with accurate, comprehensive and current information about how to apply to U.S. colleges and universities. More than 970,000 international students come to study at U.S. higher education institutions each year. The Department of Commerce estimates that international students in the United States contributed \$30.5 billion to the U.S. economy in 2014–2015, mainly from foreign students' personal and family sources. Further, the International Visitor Leadership Program (IVLP) injects \$52 million annually into the U.S. hospitality and airline industries through international visitors taking part in exchanges with the citizen diplomat network.

This ECA overview is separated into seven offices:

- Office of Policy and Evaluation
- Office of Academic Exchange Programs
- Office of Citizen Exchanges
- Office of English Language Programs
- Office of Global Education Programs
- Office of International Visitors
- Office of Private Sector Exchange

Office of Policy and and Evaluation

ECA's Policy offices and divisions take a cross-bureau approach to ensure that ECA programs sustain long-term engagement with program alumni, are evaluated for program impact and effectiveness, pilot new modes and platforms of engagement and interaction and are aligned with the State Department's foreign policy priorities and global engagement objectives.

OFFICE OF ALUMNI AFFAIRS

FY 2013 Actual – \$2.81 million; FY 2014 Actual – \$5.63 million; FY 2015 Actual – \$6.62 million; FY 2016 Enacted – \$5.51 million; FY 2017 Request – \$5.5 million

The Office of Alumni Affairs, established in 2004, seeks to maximize ECA's investment in people-to-people connections by turning individual exchanges into enduring

relationships. More than one million people have participated in ECA programs since they began 75 years ago. Forty-eight are current members of the U.S. Congress and more than 458 are current and former heads of state and government. They include U.S. Senator Mitch McConnell (American Council of Young Political Leaders, 1979); former U.S. Representative Gabrielle Giffords (Fulbright, 1993); former South Korean President Kim Dae-jung (IVLP, 1965); former Prime Minister of Australia Julia Gillard (IVLP 2006); Olympic Gold Medalist in Beach Volleyball Misty May-Treanor (Sports Exchanges 2010) and Bangladeshi Nobel Peace Prize recipient Muhammad Yunus (Fulbright 1965). The Office of Alumni Affairs supports alumni outreach by regional bureaus and U.S. embassies through project funding, regional workshops and knowledge management. The office also engages directly with alumni to facilitate networking and projects that build on the experience gained during their exchanges. Over the past decade, it has supported more than 1,200 projects involving over 425,000 international exchange alumni, such as alumni-led girls education trainings, conflict resolution workshops, outreach to underserved communities or other activities that promote shared values with the United States. Moving forward, the office will work to create a richer “by alumni, for alumni” network of civic engagement, further enhance its virtual programs and develop more public-private partnerships that leverage private resources.

POLICY UNIT

FY 2014 Actual – \$0; FY 2015 Actual – \$0; FY 2016 Planned – \$0; FY 2017 Request – \$0

The Policy Unit supports ECA’s efforts to link programs closely to foreign policy goals and to provide flexible and rapid response to international developments. It serves the bureau as a mini think-tank, exploring strategies for using exchanges as a policy tool and providing analysis and responsiveness to requests and inquiries from interagency partners and Congress. The unit regularly convenes policy dialogs that give ECA program offices opportunities to engage with State Department and interagency policymakers and explore how exchanges can be a relevant and effective foreign policy tools. It also works with the Evaluation Division to identify questions and issues that would be useful topics for evaluation and to incorporate the results of evaluation into future programming and program creation. The Policy Unit also coordinates responses to department and National Security Council (NSC) taskings requiring input from multiple ECA program offices.

EVALUATION DIVISION

FY 2013 Actual – \$1.32 million; FY 2014 Actual – \$1.22 million; FY 2015 Actual – \$1.25 million; FY 2016 Enacted – \$1.25 million; FY 2017 Request – \$1.85 million

In existence since 1999, ECA’s Evaluation Division provides guidance to program offices on developing and measuring programmatic goals, conducts performance measurement on priority ECA programs, and works in collaboration with independent, externally contracted agencies to carry out long-term impact studies of selected programs. Performance measurement is conducted internally through short-term studies via the Evaluation Division’s data collection system, E-GOALS. In the past 10 years, over 58,000 responses have been collected from exchange program participants who have been surveyed before, immediately after and approximately one year after their ECA-sponsored exchange experience through the E-GOALS database. The data captured in these surveys allows the Evaluation Division to inform program officers, grantees, implementing partners, ECA leadership, and key stakeholders on the immediate impacts of the programs, and the findings serve as guidance for program improvement. The Evaluation Division also commissions one to two long-term evaluations per year on selected programs, in consultation with ECA leadership and program managers. These evaluations generally look at programs that relate to a particular priority area of foreign policy. The independent evaluations are developed through mixed-method approaches.

ECA COLLABORATORY

FY 2014 Actual – \$0; FY 2015 Actual – \$0; FY 2016 Enacted – \$0.200 million; FY 2017 Request – \$0.398 million

The Collaboratory designs, pilots and spreads innovative approaches to educational and cultural diplomacy. Through this work, the Collaboratory plays a role in adapting public diplomacy to the demands of a networked world. Its work includes developing new programmatic tools for the department (like the MOOC Camp initiative), cultivating best practices for the use of technology in exchanges and linking public diplomacy practitioners with experts from other sectors. The Collaboratory also works to advance new work methods, such as human-centered design, that allow State Department teams to better perform in today’s rapidly changing environment.

MOOC Camps (2013): MOOC Camps are facilitated discussions using massive open online courses (MOOCs), OpenCourseWare and other free online courses. They are hosted at U.S. embassies, consulates, American Spaces and other public spaces around the world. Facilitated discussions are led by alumni who have participated in U.S. government exchange programs, such as the Fulbright program, and U.S. embassy staff, who are familiar with the course materials

and volunteer their time. Subjects range from entrepreneurship and college writing to science and technology, depending on priorities identified by posts. ECA works with Coursera, edX, and other course providers to ensure the program's on-going success.

- Participants: 4,000 (FY 2014); 5,000 (FY 2015)

Virtual Exchange Pilots (2013): A small number of virtual exchange pilot programs aim to demonstrate

models for reaching new audiences and extending U.S. engagement with predominantly young, non-elite audiences around the globe. Past programs include a Global Virtual Comedy Club with the Kennedy Center to commemorate the 25th Anniversary of the Americans with Disabilities Act, "Mission Mars: Virtual Field Trip" with NASA and an entirely virtual IVLP program coordinated with the IVLP office and Embassy Reykjavik.

- Participants: 22,050 (FY 2014); 5,000 (FY 2015)

CULTURAL HERITAGE CENTER (1983)

The Cultural Heritage Center supports the protection and preservation of cultural heritage and serves as a center of expertise on global cultural heritage protection issues. It administers the Cultural Property Protection Program, the Cultural Property Advisory Committee (11 private citizens appointed by the President who recommend agreements and have ongoing review responsibility), the U.S. Ambassadors Fund for Cultural Preservation, the Iraq and Syria Cultural Heritage Initiatives and other special programs. The center also administers the State Department's treaty responsibilities for the 1970 UNESCO Convention on the Means of Prohibiting and Preventing the Illicit Import, Export and Transfer of Ownership of Cultural Property as enabled by U.S. domestic law. Through this process, the U.S. may enter into agreements with other countries to impose U.S. import restrictions on archaeological or ethnological material when pillage of such materials places a nation's cultural heritage in jeopardy. These agreements also promote long-term safeguards for protecting cultural heritage, in addition to promoting international access to cultural property for educational, scientific and cultural purposes.

U.S. AMBASSADORS FUND FOR CULTURAL PRESERVATION (AFCP) (2001)

FY 2013 Actual: \$5.750 million; FY 2014 Actual: \$5.750 million; FY 2015: \$5.750 million; FY 2016 Planned: \$5.750

The U.S. Ambassadors Fund for Cultural Preservation awards grants through U.S. embassies for the preservation of cultural heritage of developing countries. The program had approximately 36 active projects in 2015.

Participant Countries: Algeria, Armenia, Benin, Bhutan, Bolivia, Bosnia and Herzegovina, Botswana, Burma, Cambodia, China, Dominican Republic, Egypt, Ethiopia, Honduras, Jordan, Kyrgyzstan, Laos, Lebanon, Madagascar, Mali, Montenegro, Nepal, Pakistan, Peru, Rwanda, Samoa, Sri Lanka, Turkmenistan, Ukraine and Venezuela

CULTURAL ANTIQUITIES TASK FORCE (CATF) (2004)

FY 2014 Actual: \$995,000; FY 2015 Actual: \$1.000 million; FY 2016 Planned: \$1.000 million

The Cultural Antiquities Task Force (CATF) addresses the worldwide problem of damage to and looting of cultural heritage sites through projects that bolster law enforcement efforts to combat illicit trafficking. It was created by P.L.108-199. The task force had approximately 10 active programs in 2015.

CULTURAL PROPERTY PROTECTION PROGRAM (1970)

FY 2014 Actual: \$128,000; FY 2015 Actual: \$130,000; FY 2016 Planned: \$130,000

The Cultural Property Protection Program coordinates U.S. government activities governed by the 1970 Convention on the Means of Prohibiting and Preventing the Illicit Import, Export and Transfer of Ownership of Cultural Property and the Convention on Cultural Property Implementation Act, which empowers the Department of State to consider requests from governments party to the convention to impose import restrictions on archaeological or ethnological material. The program also houses the Cultural Property Advisory Committee, whose role is to advise the President (or his designee) on appropriate U.S. action in response to requests from state parties for assistance in protecting their cultural heritage.

IRAQI INSTITUTE FOR THE CONSERVATION OF ANTIQUITIES AND HERITAGE (2009)

ECA Funding – FY 2014 Actual: \$174,000; FY 2015 Actual: \$500,000; FY 2016 Planned: \$0

Bureau of Near Eastern Affairs (NEA) Funding – FY 2014 Actual: \$700,000; FY 2015 Actual: \$0; FY 2016 Planned: \$0

The Iraqi Institute for the Conservation of Antiquities

and Heritage provides Iraqi heritage practitioners with modern education in the preservation of museum collections, historic architecture and archaeological sites. Since 2009, nearly 200 practitioners from Iraq have attended the U.S.-sponsored programs. It is funded by the Department of State and private donors and is implemented by a consortium of leading U.S. preservation institutions. The program was temporarily suspended for security reasons in fiscal year 2015 but restarted in fiscal year 2016.

FUTURE OF BABYLON PROJECT (2009)

FY 2014 Actual: \$3.667 million; FY 2015 Actual: \$500,000; FY 2016 Planned: \$0

The Future of Babylon Project develops a sustainable site management plan for long-term preservation of the ancient site of Babylon and undertaking stabilization and preservation of ancient structures at risk. The site management plan has been completed. Current State Department-funded work at the site focuses on emergency stabilization and conservation of high-priority heritage structures identified by the management plan as being at risk. These include the Ishtar Gate and Nabu-sha-Khari temple. It is implemented by a leading international preservation organization in collaboration with the Iraqi antiquities authority. The fiscal year 2014 expenditures represent cumulative funding provided beginning in 2009. Fiscal year 2015 funding was provided by NEA.

HERITAGE AT RISK (2013)

FY 2014 Actual: \$115,820; FY 2015 Actual: \$115,820; FY 2016 Planned: \$120,367

Heritage at Risk undertakes ECA's mandated responsibilities to coordinate the assessment, protection and preservation of cultural heritage, including museums, archives and archaeological resources in situations of natural or man-made disasters. It coordinates the State Department's response among the relevant U.S. embassies; its geographic and functional bureaus; and executive branch agencies to ensure U.S. government actions mitigate risk and damage to irreplaceable cultural heritage.

PLANNING FOR SAFEGUARDING HERITAGE SITES IN SYRIA AND IRAQ (2014)

FY 2014 Actual: \$756,000; FY 2015 Actual: \$900,000; FY 2016 Planned: \$0

Planning for Safeguarding Heritage Sites in Syria and Iraq develops comprehensive documentation of the current condition and future preservation needs of cultural heritage sites in Syria and Iraq and develops plans to make recommendations for short- and long-term preservation efforts, which could be undertaken as separate projects when conditions and funding permit. This is a collaborative project between the Cultural Heritage Center (CHC) and Bureau of Near Eastern Affairs (NEA), with subject matter expertise provided by CHC and funding provided by NEA. It is staffed by 17 paid staff, two paid cost share staff, seven volunteer and six cost share volunteers.

Academic Exchange Programs

FY 2014 Actual: \$316.5; FY 2015 Actual: \$335.6 million; FY 2016 Enacted: \$309.5 million; FY 2017 Request: \$326.3 million

FULBRIGHT PROGRAM (1946)

Program receives some foreign funding.

Program Length: Year-long

Avg. Cost per Day: \$58 (2015)

Geographic Reach: Afghanistan, Albania, Algeria, Andorra, Angola, Antigua and Barbuda, Argentina, Armenia, Australia, Austria, Azerbaijan, Bahamas, Bahrain, Bangladesh, Barbados, Belarus, Belgium, Belize, Benin, Bhutan, Bolivia, Bosnia and Herzegovina, Botswana, Brazil, Brunei, Bulgaria, Burkina Faso, Burma, Cambodia, Cameroon, Canada, Chad, Chile, China, Colombia, Congo (Brazzaville), Costa Rica, Cote d'Ivoire, Croatia, Cyprus, Czech Republic, Democratic Republic of Congo, Denmark, Dominica, Dominican Republic, Ecuador, Egypt, El Salvador, Estonia, Ethiopia, Fiji, Finland, France, Georgia, Germany, Ghana, Greece, Grenada, Guatemala, Guinea, Guyana, Haiti, Honduras, Hong Kong, Hungary, Iceland, India, Indonesia, Iraq, Ireland, Israel, Italy, Jamaica, Japan, Jordan, Kazakhstan, Kenya, Korea, Kosovo, Kuwait, Kyrgyzstan, Laos, Latvia, Lebanon, Lesotho, Libya, Lithuania, Luxembourg, Macau, Macedonia, Madagascar, Malawi, Malaysia, Maldives, Mali, Malta, Mauritania, Mauritius, Mexico, Moldova, Mongolia, Montenegro, Morocco, Mozambique, Namibia, Nepal, Netherlands, New Zealand, Nicaragua, Niger, Nigeria, Norway, Oman, Pakistan, Panama, Papua New Guinea, Paraguay, Peru, Philippines, Poland, Portugal, Qatar, Romania, Russia, Rwanda, Samoa, Saudi Arabia, Senegal, Serbia, Sierra Leone, Singapore, Slovak Republic, Slovenia, South Africa, Spain, Sri Lanka, St. Kitts and Nevis, St. Lucia, St. Vincent and the Grenadines, Sudan, Suriname, Swaziland, Sweden, Switzerland, Taiwan, Tajikistan, Tanzania, Thailand, Timor-Leste, Togo, Trinidad and Tobago, Tunisia, Turkey, Turkmenistan, Uganda, Ukraine, United Arab Emirates, United Kingdom, Uruguay, Uzbekistan, Venezuela, Vietnam, Palestinian Territories, Yemen, Zambia and Zimbabwe

Female/Male Split: 52%/48%

FY 2013 Actual: \$185,300,000

of Proj/Partic.: 8,000

Cost per: \$23,163

FY 2014 Actual: \$185,100,000

of Proj/Partic.: 8,000

Cost per: \$23,138

FY 2015 Actual: \$184,600,000

of Proj/Partic.: 8,769

Cost per: \$21,051

FY 2016 Estimate: \$184,600,000

of Proj/Partic.: N/A

Cost per: N/A

Description: Created in 1946, the Fulbright Program is the flagship academic exchange program sponsored by the U.S. government. The program and its components provide opportunities for Americans and citizens of more than 155 countries, who are chosen for their academic achievement and leadership potential to study, teach or conduct research abroad and develop ties that build mutual understanding. The program does not exist in countries where the U.S. does not have diplomatic representation (e.g., Iran, North Korea, Syria), or is represented via an embassy in another country (e.g., Bhutan, Somalia).

FOREIGN PARTICIPANTS

FULBRIGHT FOREIGN LANGUAGE TEACHING ASSISTANT (FLTA) PROGRAM (1969)

Program receives some foreign funding.

Program Length: 10 months

Avg. Cost per Day: \$50 (2015)

Geographic Reach: Afghanistan, Algeria, Argentina, Austria, Bangladesh, Belgium, Brazil, Burma, China, Colombia, Egypt, Finland, France, Germany, India, Indonesia, Iraq, Ireland, Israel, Italy, Japan, Jordan, Kazakhstan, Kenya, Kyrgyzstan, Lebanon, Libya, Malaysia, Mauritania, Mexico, Mongolia, Morocco, Nigeria, Pakistan, Palestinian Territories, Philippines, Russia, Saudi Arabia, South Korea, Spain, Taiwan, Tajikistan, Tanzania, Thailand, Tunisia, Turkey, Uruguay, Uzbekistan, Venezuela, Vietnam and Yemen

Female/Male Split: 69%/31%

FY 2013 Actual: \$7,820,000	# of Proj/Partic.: 391	Cost per: \$20,000
FY 2014 Actual: \$5,868,116	# of Proj/Partic.: 412	Cost per: \$14,243
FY 2015 Actual: \$5,900,000	# of Proj/Partic.: 399	Cost per: \$14,787
FY 2016 Estimate: \$5,900,000	# of Proj/Partic.: N/A	Cost per: N/A

Description: The Fulbright Foreign Language Teaching Assistant (FLTA) Program provides 10-month fellowships to early career teachers of English from abroad to assist in the teaching of their native language (such as Arabic, Chinese and many others) to American post-secondary students while taking courses in American Studies and English teaching.

FULBRIGHT FOREIGN STUDENT PROGRAM (1946)

Program receives some foreign funding.

Program Length: Year-long

Avg. Cost per Day: \$47 (2015)

Geographic Reach: Afghanistan, Albania, Algeria, Andorra, Angola, Antigua and Barbuda, Argentina, Armenia, Australia, Austria, Azerbaijan, Bahrain, Bangladesh, Barbados, Belarus, Belgium, Benin, Bhutan, Bolivia, Bosnia and Herzegovina, Botswana, Brazil, Brunei, Bulgaria, Burkina Faso, Burma, Cambodia, Cameroon, Canada, Chad, Chile, China, Colombia, Congo (Brazzaville), Costa Rica, Cote d'Ivoire, Croatia, Cyprus, Czech Republic, Democratic Republic of Congo, Denmark, Dominica, Dominican Republic, Ecuador, Egypt, El Salvador, Estonia, Fiji, Finland, France, Georgia, Germany, Ghana, Greece, Grenada, Guatemala, Guinea, Haiti, Honduras, Hong Kong, Hungary, Iceland, India, Indonesia, Iraq, Ireland, Israel, Italy, Jamaica, Japan, Jordan, Kazakhstan, Kenya, Kiribati, Korea, Kosovo, Kuwait, Kyrgyzstan, Laos, Latvia, Lebanon, Lesotho, Libya, Lithuania, Luxembourg, Macedonia, Madagascar, Malawi, Malaysia, Maldives, Mali, Mauritania, Mauritius, Mexico, Moldova, Mongolia, Montenegro, Morocco, Mozambique, Namibia, Nauru, Nepal, Netherlands, New Zealand, Nicaragua, Niger, Nigeria, Norway, Oman, Pakistan, Palestinian Territories, Panama, Papua New Guinea, Paraguay, Peru, Philippines, Poland, Portugal, Romania, Russia, Rwanda, Samoa, Senegal, Sierra Leone, Singapore, Slovak Republic, Slovenia, South Africa, Spain, Sri Lanka, St. Kitts and Nevis, St. Lucia, St. Vincent and the Grenadines, Sudan, Swaziland, Sweden, Switzerland, Taiwan, Tajikistan, Tanzania, Thailand, the Solomon Islands, Timor-Leste, Togo, Tonga, Trinidad and Tobago, Tunisia, Turkey, Turkmenistan, Tuvalu, Uganda, Ukraine, United Arab Emirates, United Kingdom, Uruguay, Uzbekistan, Vanuatu, Venezuela, Vietnam, Yemen, Zambia and Zimbabwe

Female/Male Split: 47%/53%

FY 2013 Actual: \$92,000,000	# of Proj/Partic.: 3,929	Cost per: \$23,416
FY 2014 Actual: \$92,000,000	# of Proj/Partic.: 3,788	Cost per: \$24,287
FY 2015 Actual: \$68,400,000	# of Proj/Partic.: 3,949	Cost per: \$17,321
FY 2016 Estimate: \$69,200,000	# of Proj/Partic.: N/A	Cost per: N/A

Description: The Fulbright Foreign Student Program, created in 1946, provides scholarships to foreign graduate students, young professionals and artists to study or conduct research in the United States for one year or more. Participants in all academic fields are chosen through a competitive merit-based selection process. In fiscal year 2013, there were 1,936 new grants and 1,993 renewals at the cost of roughly \$23,000 a participant.

FULBRIGHT JUNIOR FULBRIGHT DEVELOPMENT PROGRAMS (NEAR EAST ASIA REGION ONLY) (2012)

Program Length: 10 weeks

Avg. Cost per Day: \$403 (2015)

Geographic Reach: Egypt, Lebanon and Tunisia

Female/Male Split: 67%/33%

FY 2013 Actual: \$695,000	# of Proj/Partic.: 20	Cost per: \$34,750
FY 2014 Actual: \$660,000	# of Proj/Partic.: 24	Cost per: \$27,500
FY 2015 Actual: \$1,523,286	# of Proj/Partic.: 54	Cost per: \$28,209
FY 2016 Estimate: N/A	# of Proj/Partic.: N/A	Cost per: N/A

Description: The Fulbright Junior Faculty Development Programs (JFDP) in the Middle East and North Africa were launched in 2012 after the success of the Fulbright Visiting Scholar Program for Iraq. The JFDP model brings young scholars in priority fields to U.S. institutions for an intensive 10-week program focusing on faculty development, research and cultural engagement activities. The aim is to build professional capacity at home universities, while developing linkages with U.S. institutions and expanding the scholars' knowledge of U.S. higher education and culture. The Near East Asia Programs Branch of the Office of Academic Exchange Programs (ECA/A/E/NEA) determines which countries will participate each year based on availability of funds, priorities in the region, security issues on the ground and capacity at post. JFDP was first launched in 2012 with Libya. Since that time the following countries have participated: Libya (fiscal years 2012 and 2013), Lebanon (fiscal years 2014 and 2015), Palestinian Territories (fiscal year 2014), Egypt and Tunisia (fiscal year 2015).

FULBRIGHT VISITING SCHOLAR PROGRAM (1946)

Program receives some foreign funding.

Program Length: 10 months

Avg. Cost per Day: \$95 (2015)

Geographic Reach: Albania, Algeria, Angola, Antigua and Barbuda, Argentina, Argentina, Armenia, Australia, Austria, Azerbaijan, Bahrain, Bangladesh, Barbados, Belarus, Belgium, Benin, Bhutan, Bolivia, Bolivia, Bosnia and Herzegovina, Botswana, Brazil, Brazil, Brunei, Bulgaria, Burkina Faso, Burma, Cambodia, Cameroon, Canada, Canada, Chile, China, Colombia, Colombia, Costa Rica, Cote d'Ivoire, Croatia, Cyprus, Czech Republic, Democratic Republic of Congo, Denmark, Dominica, Dominican Republic, Ecuador, Egypt, El Salvador, Estonia, Ethiopia, Finland, France, Georgia, Germany, Ghana, Greece, Grenada, Guatemala, Guinea, Haiti, Honduras, Hong Kong, Hungary, India, India, Indonesia, Ireland, Israel, Italy, Jamaica, Japan, Jordan, Kazakhstan, Kazakhstan, Kenya, Korea, Kosovo, Kuwait, Kyrgyz Republic, Kyrgyzstan, Laos, Latvia, Lebanon, Lithuania, Macedonia, Madagascar, Malawi, Malaysia, Maldives, Mali, Mauritania, Mauritius, Mexico, Mexico, Moldova, Montenegro, Morocco, Mozambique, Namibia, Nepal, Nepal, Netherlands, New Zealand, Nicaragua, Niger, Nigeria, Norway, Pakistan, Pakistan, Palestinian Territories, Panama, Paraguay, Paraguay, Peru, Philippines, Poland, Portugal, Qatar, Romania, Russia, Rwanda, Saudi Arabia, Senegal, Serbia, Sierra Leone, Singapore, Slovak Republic, Slovenia, South Africa, Spain, Sri Lanka, Sri Lanka, St. Kitts and Nevis, St. Lucia, St. Vincent and the Grenadines, Sudan, Swaziland, Sweden, Taiwan, Tajikistan, Tajikistan, Tanzania, Thailand, Togo, Trinidad and Tobago, Tunisia, Turkey, Turkmenistan, Turkmenistan, Uganda, Ukraine, United Arab Emirates, United Kingdom, Uruguay, Uzbekistan, Uzbekistan, Venezuela, Venezuela, Vietnam, Zambia and Zimbabwe

Female/Male Split: 42%/58%

FY 2013 Actual: \$26,970,000	# of Proj/Partic.: 930	Cost per: \$29,000
FY 2014 Actual: \$27,000,000	# of Proj/Partic.: 900	Cost per: \$30,000
FY 2015 Actual: \$21,900,000	# of Proj/Partic.: 777	Cost per: \$28,185
FY 2016 Estimate: \$22,000,000	# of Proj/Partic.: N/A	Cost per: N/A

Description: The Fulbright Visiting Scholar Program, created in 1946, supports foreign scholars to conduct post-doctoral research and university lecturing at U.S. institutions for an academic year or term. In fiscal year 2013, it had 930 participants and cost roughly \$29,000 per scholar.

FULBRIGHT VISITING SCHOLAR PROGRAM FOR IRAQ (2010)

Program Length: 10 weeks

Avg. Cost per Day: \$550 (2015)

Geographic Reach: Iraq

Female/Male Split: 44%/56%

FY 2013 Actual: \$989,800	# of Proj/Partic.: 32	Cost per: \$30,931
FY 2014 Actual: \$602,823	# of Proj/Partic.: 14	Cost per: \$43,059
FY 2015 Actual: \$850,000	# of Proj/Partic.: 22	Cost per: \$38,636

Description: The Fulbright Visiting Scholar Program for Iraq, launched in 2010, brings scholars in selected fields to U.S. institutions for approximately 10 weeks of faculty development, research, and other guided study activities designed to support them in building the capacity of universities in their home countries, and to advance their education. The program for Iraq is funded from post resources through a grant to the Council for International Exchange of Scholars (CIES) to administer the program for Iraqi scholars each year. In fiscal year 2015, ECA/A/E/NEA provided additional funds to cover the costs of scholars focused on cultural preservation.

U.S. PARTICIPANTS

FULBRIGHT ENGLISH TEACHING ASSISTANT (ETA) PROGRAM (1949)

Program receives some foreign funding.

Program Length: 9 months

Avg. Cost per Day: \$79 (2015)

Geographic Reach: Andorra, Argentina, Armenia, Azerbaijan, Bahrain, Bangladesh, Belarus, Belgium, Bosnia and Herzegovina, Brazil, Bulgaria, Colombia, Costa Rica, Cote d'Ivoire, Croatia, Cyprus, Czech Republic, Dominican Republic, Ecuador, France, Georgia, Germany, Greece, Guatemala, Hungary, India, Indonesia, Italy, Jordan, Kazakhstan, Kenya, Kosovo, Kyrgyzstan, Laos, Latvia, Luxembourg, Macau, Macedonia, Malaysia, Malta, Mexico, Moldova, Mongolia, Montenegro, Morocco, Nepal, Norway, Panama, Peru, Poland, Portugal, Romania, Russia, Rwanda, Senegal, Serbia, Slovakia, South Africa, South Korea, Spain, Sri Lanka, Taiwan, Tajikistan, Thailand, Turkey, Ukraine, Uruguay and Vietnam

Female/Male Split: 72%/28%

FY 2013 Actual: \$21,735,000	# of Proj/Partic.: 1,035	Cost per: \$21,000
FY 2014 Actual: \$22,554,000	# of Proj/Partic.: 1,074	Cost per: \$21,000
FY 2015 Actual: \$22,500,000	# of Proj/Partic.: 1,073	Cost per: \$20,969
FY 2016 Estimate: \$22,500,000	# of Proj/Partic.: 1,075	Cost per: \$20,930

Description: Fulbright English Teaching Assistant Program (ETA) places recent U.S. college graduates as English language teaching assistants in schools or universities overseas, improving foreign students' English language abilities and knowledge of the United States while increasing their own language skills and knowledge of the host country.

FULBRIGHT MTV UNIVERSITY (MTVU) FELLOWSHIP (2007)

Program Length: 9 months

Avg. Cost per Day: \$78 (2015)

Geographic Reach: Open to all countries with U.S. Student programs. Recent participants traveled to Chile, Dominican Republic, Mongolia, Serbia and South Africa

Female/Male Split: 60%/40%

FY 2013 Actual: \$115,000	# of Proj/Partic.: 5	Cost per: \$23,000
FY 2014 Actual: \$140,890	# of Proj/Partic.: 5	Cost per: \$28,178
FY 2015 Actual: \$103,560	# of Proj/Partic.: 5	Cost per: \$20,712
FY 2016 Estimate: N/A	# of Proj/Partic.: N/A	Cost per: N/A

Description: The Fulbright mtvU Fellowship provides fellowships to U.S. students to conduct research abroad for one academic year on an aspect of international musical culture. Participants share their experiences with their peers during their Fulbright year via video reports, blogs and podcasts showcased on mtvU.

FULBRIGHT REGIONAL NETWORK FOR APPLIED RESEARCH (NEXUS) PROGRAM (2011)

Program receives some foreign funding.

Program Length: 24 months

Avg. Cost per Day: \$73 (2014)

Geographic Reach: Open to all Western Hemisphere countries. Recent participants were from Brazil, Canada, Chile, Colombia, Ecuador, Guatemala, Jamaica, Mexico, Peru and United States

Female/Male Split: 55%/45%

FY 2013 Actual: \$750,000	# of Proj/Partic.: 20	Cost per: \$37,500
FY 2014 Actual: \$1,040,000	# of Proj/Partic.: 20	Cost per: \$52,000
FY 2015 Actual: \$0 (Program is using two-year funding)		
FY 2016 Estimate: N/A	# of Proj/Partic.: N/A	Cost per: N/A

Description The Fulbright Regional Network for Applied Research (NEXUS) Program provides an innovative platform for early- and mid-career scholars and applied researchers from the United States and other Western Hemisphere countries to engage in collaborative thinking, analysis, problem-solving and multi-disciplinary research. The program is also for foreign scholars.

FULBRIGHT SPECIALIST PROGRAM (2001)

Program receives some foreign funding.

Program Length: 2–6 weeks

Avg. Cost per Day: \$219 (2015)

Geographic Reach: Albania, Algeria, Antigua and Barbuda, Argentina, Armenia, Australia, Austria, Azerbaijan, Bahamas, Bahrain, Bangladesh, Barbados, Belarus, Belgium, Belize, Benin, Bhutan, Bolivia, Bosnia and Herzegovina, Botswana, Brazil, Brunei, Bulgaria, Burkina Faso, Burma, Burundi, Cambodia, Cameroon, Canada, Chile, China, Colombia, Costa Rica, Cote d'Ivoire, Croatia, Cyprus, Czech Republic, Democratic Republic of Congo, Denmark, Dominica, Dominican Republic, Ecuador, El Salvador, Estonia, Ethiopia, Fiji, Finland, France, Gambia, Georgia, Germany, Ghana, Greece, Grenada, Guatemala, Guyana, Haiti, Honduras, Hong Kong, Hungary, Iceland, India, Indonesia, Ireland, Israel, Italy, Jamaica, Japan, Jordan, Kazakhstan, Kenya, Korea, Kosovo, Kuwait, Kyrgyz Republic, Laos, Latvia, Liberia, Lithuania, Luxembourg, Macau, Macedonia, Malawi, Malaysia, Maldives, Malta, Mauritius, Mexico, Moldova, Mongolia, Montenegro, Morocco, Mozambique, Namibia, Nepal, Netherlands, New Zealand, Nicaragua, Nigeria, Norway, Oman, Pakistan, Palestinian Territories, Panama, Papua New Guinea, Paraguay, Peru, Philippines, Poland, Portugal, Qatar, Romania, Russia, Rwanda, Saudi Arabia, Senegal, Serbia, Singapore, Slovak Republic, Slovenia, South Africa, Spain, Sri Lanka, St. Kitts and Nevis, St. Lucia, St. Vincent and the Grenadines, Suriname, Swaziland, Sweden, Taiwan, Tajikistan, Tanzania, Thailand, Timor-Leste, Togo, Trinidad and Tobago, Turkey, Turkmenistan, Uganda, Ukraine, United Arab Emirates, United Kingdom, Uruguay, Uzbekistan, Venezuela, Vietnam, Zambia and Zimbabwe

Female/Male Split: 38%/62%

FY 2013 Actual: \$2,756,754	# of Proj/Partic.: 374	Cost per: \$7,371
FY 2014 Actual: \$3,100,000	# of Proj/Partic.: 468	Cost per: \$6,624
FY 2015 Actual: \$2,500,000	# of Proj/Partic.: 407	Cost per: \$6,143
FY 2016 Estimate: \$2,500,000	# of Proj/Partic.: 407	Cost per: \$6,143
FY 2017 Requested: \$2,500,000		

Description: The Fulbright Specialists Program provides grants for U.S. faculty and professionals to lecture, lead seminars or workshops and consult with institutions abroad on educational issues for periods of two-to-six weeks, based on requests from host country institutions to posts and Fulbright commissions.

FULBRIGHT U.S. SCHOLAR PROGRAM (1946)

Program receives some foreign funding.

Program Length: 10 months

Avg. Cost per Day: \$141 (2015)

Geographic Reach: Albania, Algeria, Antigua and Barbuda, Argentina, Armenia, Australia, Austria, Azerbaijan, Bahamas, Bahrain, Bangladesh, Barbados, Belarus, Belgium, Belize, Benin, Bhutan, Bolivia, Bosnia and Herzegovina, Botswana, Brazil, Bulgaria, Burkina Faso, Burma, Cambodia, Cameroon, Canada, Chile, China, Colombia, Costa Rica, Cote d'Ivoire, Croatia, Cyprus, Czech Republic, Democratic Republic of Congo, Denmark, Dominica, Dominican Republic, Ecuador, El Salvador, Estonia, Ethiopia, Finland, France, Georgia, Germany, Ghana, Greece, Grenada, Guatemala, Guyana, Haiti, Honduras, Hong Kong, Hungary, Iceland, India, Indonesia, Ireland, Israel, Italy, Jamaica, Japan, Jordan, Kazakhstan, Kenya, Korea, Kosovo, Kuwait, Kyrgyz Republic, Latvia, Lithuania, Luxembourg, Macau, Macedonia, Malawi, Malaysia, Maldives, Malta, Mauritius, Mexico, Moldova, Mongolia, Montenegro, Morocco, Mozambique, Namibia, Nepal, Netherlands, New Zealand, Nicaragua, Nigeria, Norway, Oman, Pakistan, Palestinian Territories, Panama, Paraguay, Peru, Philippines, Poland, Portugal, Qatar, Romania, Russia, Rwanda, Saudi Arabia, Senegal, Serbia, Singapore, Slovak Republic, Slovenia, South Africa, Spain, Sri Lanka, St. Kitts and Nevis, St. Lucia, St. Vincent and the Grenadines, Suriname, Swaziland, Sweden, Taiwan, Tajikistan, Tanzania, Thailand, Trinidad and Tobago, Turkey, Turkmenistan, Uganda, Ukraine, United Arab Emirates, United Kingdom, Uruguay, Uzbekistan, Venezuela, Vietnam, Zambia and Zimbabwe

Female/Male Split: 43%/57%

FY 2013 Actual: \$36,000,000	# of Proj/Partic.: 906	Cost per: \$39,735
FY 2014 Actual: \$36,000,000	# of Proj/Partic.: 774	Cost per: \$46,512
FY 2015 Actual: \$30,100,000	# of Proj/Partic.: 722	Cost per: \$41,690
FY 2016 Estimate: \$31,000,000	# of Proj/Partic.: N/A	Cost per: N/A
FY 2017 Requested: N/A	# of Proj/Partic.: N/A	Cost per: N/A

Description: The Fulbright U.S. Scholar Program, created in 1946, awards scholarships to U.S. scholars at the faculty and senior researcher level and to other professionals to lecture and conduct research at institutions throughout the world in a wide variety of academic disciplines for one semester or academic year.

FULBRIGHT U.S. STUDENT PROGRAM (1946)

Program receives some foreign funding.

Program Length: 10 months

Avg. Cost per Day: \$84 (2015)

Geographic Reach: Albania, Andorra, Antigua and Barbuda, Argentina, Armenia, Australia, Austria, Azerbaijan, Bahrain, Bangladesh, Barbados, Belarus, Belgium, Benin, Bolivia, Bosnia and Herzegovina, Botswana, Brazil, Brunei, Bulgaria, Burkina Faso, Burma, Cambodia, Cameroon, Canada, Chile, China, Colombia, Congo (Brazzaville), Costa Rica, Cote D'Ivoire, Croatia, Cyprus, Czech Republic, Democratic Republic of Congo, Denmark, Dominica, Dominican Republic, Ecuador, El Salvador, Estonia, Ethiopia, European Union, Fiji, Finland, France, Georgia, Germany, Ghana, Greece, Grenada, Guatemala, Haiti, Honduras, Hong Kong, Hungary, Iceland, India, Indonesia, Ireland, Israel, Italy, Jamaica, Japan, Jordan, Kazakhstan, Kenya, Kiribati, Korea, Kosovo, Kuwait, Kyrgyzstan, Laos, Latvia, Lesotho, Lithuania, Luxembourg, Macau, Macedonia, Malawi, Malaysia, Malta, Mauritius, Mexico, Moldova, Mongolia, Montenegro, Morocco, Mozambique, Namibia, Nauru, Nepal, Netherlands, New Zealand, Nicaragua, Niger, Nigeria, Norway, Oman, Panama, Papua New Guinea, Paraguay, Peru, Philippines, Poland, Portugal, Romania, Russia, Rwanda, Samoa, Senegal, Serbia, Singapore, Slovak Republic, Slovenia, South Africa, Spain, Sri Lanka, St. Kitts and Nevis, St. Lucia, St. Vincent and the Grenadines, Swaziland, Sweden, Switzerland, Taiwan, Tajikistan, Tanzania, Thailand, the Solomon Islands, Timor-Leste, Togo, Tonga, Trinidad and Tobago, Turkey, Turkmenistan, Tuvalu, Uganda, Ukraine, United Arab Emirates, United Kingdom, Uruguay, Uzbekistan, Vanuatu, Vietnam and Zambia

Female/Male Split: 67%/33%

FY 2013 Actual: \$43,400,000

of Proj/Partic.: 1,882

Cost per: \$23,061

FY 2014 Actual: \$48,200,000

of Proj/Partic.: 1,921

Cost per: \$25,091

FY 2015 Actual: \$49,000,000

of Proj/Partic.: 1,912

Cost per: \$25,628

FY 2016 Estimate: \$49,000,000

of Proj/Partic.: 2,000

Cost per: \$24,500

Description: The Fulbright U.S. Student Program, created in 1946, provides fellowships to U.S. graduating college seniors, graduate students, artists and early career professionals selected through open, merit-based competition for study and research abroad for one academic year. The average cost per student for Fulbright U.S. Student programs in fiscal year 2013 was approximately \$23,000 for nearly 2,000 participants. In fiscal year 2013, 871 of them were college seniors or graduate students.

FULBRIGHT-FOGARTY FELLOWSHIPS IN PUBLIC HEALTH (2011 FOR STUDENTS, 2013 FOR SCHOLARS)

Program Length: 9 months

Avg. Cost per Day: \$87 (2015)

Geographic Reach: Bangladesh, Botswana, Brazil, China, Kenya, Malawi, Peru, South Africa, Thailand, Uganda, Zambia, Ghana, Zimbabwe

Female/Male Split: 33%/67%

FY 2013 Actual: \$115,000

of Proj/Partic.: 5

Cost per: \$23,000

FY 2014 Actual: \$92,000

of Proj/Partic.: 4

Cost per: \$23,000

FY 2015 Actual: \$70,000

of Proj/Partic.: 3

Cost per: \$23,333

FY 2016 Estimate: N/A

of Proj/Partic.: N/A

Cost per: N/A

Description: The Fulbright-Fogarty Fellowships in Public Health provide fellowships to American students and scholars for research at National Institutes of Health affiliated centers. Programs are targeted geographically at Sub-Saharan Africa, Asia, or South America.

FULBRIGHT-NATIONAL GEOGRAPHIC DIGITAL STORYTELLING FELLOWSHIP (2014)

Program Length: 9 months

Avg. Cost per Day: \$118 (2015)

Geographic Reach: Fiji, Indonesia, Japan, Jordan, Kazakhstan, Kiribati, Russia, Sweden and Turkey

Female/Male Split: 60%/40%

FY 2014 Actual: \$150,000	# of Proj/Partic.: 5	Cost per: \$30,000
FY 2015 Actual: \$157,000	# of Proj/Partic.: 5	Cost per: \$31,400
FY 2016 Estimate: \$150,000	# of Proj/Partic.: 5	Cost per: \$30,000
FY 2017 Requested: N/A	# of Proj/Partic.: N/A	Cost per: N/A

Description: The Fulbright-National Geographic Digital Storytelling Fellowship provides opportunities for U.S. citizens to participate in nine months of overseas travel and digital storytelling in up to three countries on a globally significant social or environmental topic. Using a variety of digital storytelling tools, fellows publish their work on a National Geographic blog with the support of National Geographic's editorial team.

J. WILLIAM FULBRIGHT-HILLARY RODHAM CLINTON FELLOWSHIP (2012)

Program Length: 10 months

Avg. Cost per Day: \$154 (2015)

Geographic Reach: Burma, Cote d'Ivoire, Ethiopia (African Union), Haiti, Kosovo, Malawi, Peru, Samoa, Timor-Leste, and Ukraine.

Female/Male Split: 39%/61%

FY 2013 Actual: \$1,080,000	# of Proj/Partic.: 24	Cost per: \$45,000
FY 2014 Actual: \$936,000	# of Proj/Partic.: 24	Cost per: \$39,000
FY 2015 Actual: \$825,000	# of Proj/Partic.: 18	Cost per: \$45,833
FY 2016 Estimate: \$825,000	# of Proj/Partic.: 24	Cost per: \$34,375
FY 2017 Requested: N/A	# of Proj/Partic.: N/A	Cost per: N/A

Description: The J. William Fulbright-Hillary Rodham Clinton Fellowship sends American early-career professionals and doctoral students to developing countries for 10 months to serve as special assistants to leaders in public policy fields in host government ministries and institutions.

OTHER FULBRIGHT-FUNDED PROGRAMS

GLOBAL UNDERGRADUATE EXCHANGE PROGRAM (UGRAD) (2002)

Program Length: Academic Year (9 months)

Avg. Cost per Day: \$147 (2015)

Geographic Reach: Algeria, Armenia, Azerbaijan, Bahrain, Bangladesh, Belarus, Burma, Cambodia, China, Costa Rica, Dominican Republic, Egypt, El Salvador, Georgia, Guatemala, Haiti, Honduras, India, Indonesia, Israel, Jordan, Kazakhstan, Kenya, Korea, Kuwait, Kyrgyzstan, Laos, Lebanon, Malaysia, Mauritania, Moldova, Mongolia, Morocco, Mozambique, Nepal, Nicaragua, Niger, Oman, Pakistan, Palestinian Territories, Panama, Paraguay, Philippines, Russia, Saudi Arabia, Serbia, Tajikistan, Thailand, Tunisia, Turkmenistan, Ukraine, Uzbekistan, Venezuela, Vietnam and Zimbabwe

Female/Male Split: 60%/40%

FY 2013 Actual: \$8,072,006	# of Proj/Partic.: 271	Cost per: \$29,786
FY 2014 Actual: \$7,733,130	# of Proj/Partic.: 255	Cost per: \$30,326
FY 2015 Actual: \$5,600,000	# of Proj/Partic.: 253	Cost per: \$22,134
FY 2016 Estimate: \$5,600,000	# of Proj/Partic.: N/A	Cost per: N/A

Description: The Global Undergraduate Exchange Program (UGRAD) offers scholarships for a semester or a full academic year of non-degree study in the United States to undergraduate emerging student leaders from underrepresented sectors of selected countries in different global regions. The program also includes community service and professional development activities. Figures above are for all base funded UGRAD programs—Western Hemisphere, East Asia, Eurasia/Central Asia, and Near East/South Asia/Sub Saharan Africa. A previous iteration of program existed in 1992 under a different name.

GLOBAL UNDERGRADUATE EXCHANGE PROGRAM PAKISTAN (UGRAD-PAKISTAN) (2010)

Program Length: Academic semester (5 months)

Avg. Cost per Day: \$147 (2015)

Geographic Reach: Pakistan

Female/Male Split: 56%/44%

FY 2013 Actual: \$7,924,043	# of Proj/Partic.: 380	Cost per: \$20,853
FY 2014 Actual: \$5,393,234	# of Proj/Partic.: 250	Cost per: \$21,573
FY 2015 Actual: \$6,360,922	# of Proj/Partic.: 282	Cost per: \$22,556
FY 2016 Estimate: \$5,575,000	# of Proj/Partic.: 224	Cost per: \$24,888
FY 2017 Requested: N/A	# of Proj/Partic.: N/A	Cost per: N/A

Description: The Global Undergraduate Exchange Program with Pakistan (UGRAD-Pakistan) offers one-semester, non-degree scholarships to study in the United States to outstanding undergraduate emerging student leaders from under-represented socio-economic and geographic sectors throughout Pakistan. The program provides participants with leadership and professional development training and opportunities to include community service and other enrichment activities designed to help them understand the United States and U.S. citizens inside and outside the classroom. (UGRAD-Pakistan has been administered by the International Exchanges and Research Board since its inception in 2010.)

STUDY OF THE U.S. INSTITUTES FOR STUDENT LEADERS AND SCHOLARS (1985 [SCHOLAR], 2003 [STUDENT])

Program receives some foreign funding.

Program Length: 5–6 weeks

Avg. Cost per Day: \$406 (2015)

Geographic Reach: Afghanistan, Algeria, Angola, Argentina, Armenia, Azerbaijan, Bangladesh, Belarus, Belgium, Bolivia, Botswana, Brazil, Brunei, Bulgaria, Burkina Faso, Burma, Cambodia, Cameroon, Chad, Chile, China, Colombia, Costa Rica, Cote d'Ivoire, Cyprus, Czech Republic, Denmark, Dominican Republic, Ecuador, Egypt, El Salvador, Estonia, Finland, France, Georgia, Ghana, Greece, Guatemala, Haiti, Honduras, Hong Kong, Hungary, Iceland, India, Indonesia, Iraq, Israel, Italy, Japan, Jordan, Kazakhstan, Kenya, Kuwait, Kyrgyzstan, Laos, Latvia, Lebanon, Madagascar, Malawi, Malaysia, Mali, Mauritius, Mexico, Moldova, Mongolia, Montenegro, Morocco, Mozambique, Nepal, Netherlands, New Zealand, Nicaragua, Nigeria, Norway, Pakistan, Palestinian Territories, Panama, Paraguay, Peru, Philippines, Poland, Portugal, Romania, Russia, Rwanda, Senegal, Singapore, Slovak Republic, South Africa, South Sudan, Spain, Sri Lanka, Sudan, Sweden, Syria, Taiwan, Tajikistan, Thailand, Togo, Tunisia, Turkey, Turkmenistan, Uganda, Ukraine, United Kingdom, Uruguay, Uzbekistan, Venezuela, Vietnam, Zambia and Zimbabwe

Female/Male Split: 61%/39%

FY 2013 Actual: \$7,985,250	# of Proj/Partic.: 650	Cost per: \$12,285
FY 2014 Actual: \$8,599,570	# of Proj/Partic.: 602	Cost per: \$14,285
FY 2015 Actual: \$8,600,000	# of Proj/Partic.: 550	Cost per: \$15,636
FY 2016 Estimate: \$8,600,000	# of Proj/Partic.: 622	Cost per: \$13,826
FY 2017 Requested: N/A	# of Proj/Partic.: N/A	Cost per: N/A

Description: The Study of the U.S. Institutes for Student Leaders and Scholars allows undergraduate students, foreign university faculty and educators from multiple world regions to participate in five- to six-week academic seminars at U.S. universities focusing on topics in U.S. studies. The program includes community service and leadership development and aims to strengthen curricula and improve the quality of teaching about the United States in academic institutions overseas. This program does receive some limited foreign funding. Only nine participants received foreign support.

TUNISIA UNDERGRADUATE SCHOLARSHIP PROGRAM (TUNISIA UGRAD) (2013)

Program Length: Academic year (9 months)

Avg. Cost per Day: \$140 (2014)

Geographic Reach: Tunisia

Female/Male Split: 55%/45%

FY 2013 Actual: \$4,624,402

of Proj/Partic.: 132

Cost per: \$35,033

FY 2014 Actual: \$4,620,448

of Proj/Partic.: 124

Cost per: \$37,262

FY 2015 Actual: N/A

of Proj/Partic.: N/A

Cost per: N/A

Description: The Tunisia Undergraduate Scholarship Program (Tunisia UGRAD) offers scholarships to outstanding students from underrepresented sectors and parts of Tunisia for one academic year of non-degree, undergraduate study at accredited four-year institutions in the United States. The program aims to provide participants with a deeper understanding of American culture, as well as globally applicable skills and expertise to help them contribute to the economic growth and development of their country.

SPECIAL ACADEMIC EXCHANGES

AFGHANISTAN JUNIOR FACULTY DEVELOPMENT PROGRAM (AJFDP) (2010)

Program Length: 10 weeks

Avg. Cost per Day: \$357 (2015)

Geographic Reach: Afghanistan

Female/Male Split: 20%/80%

FY 2013 Actual: \$500,000

of Proj/Partic.: 20

Cost per: \$25,000

FY 2014 Actual: \$500,000

of Proj/Partic.: 22

Cost per: \$22,727

FY 2015 Actual: \$250,000

of Proj/Partic.: 10

Cost per: \$25,000

FY 2016 Estimate: N/A

of Proj/Partic.: N/A

Cost per: N/A

Description: The Afghanistan Junior Faculty Development Program (AJFDP) provides professional development for approximately 20 faculty members from public and private universities throughout Afghanistan. The 10-week program includes theoretical and practical program activities such as auditing courses, attending an academic conference, participating in English language training, presenting on Afghan higher education and culture and developing curricula that can be implemented in Afghanistan. The program concludes with a one-week seminar in Washington, D.C. It is funded via an Economic Support Funds (ESF) transfer.

AMERICAN OVERSEAS RESEARCH CENTERS (ORCS) (1981)

This program receives its annual appropriation from the U.S. Congress passed through ECA. It is not administered by ECA.

Program Length: 3–6 months

Avg. Cost per Day: \$130 (2015)

Geographic Reach: United States

Female/Male Split: 54%/46%

FY 2013 Actual: \$3,999,912

of Proj/Partic.: 232

Cost per: \$17,241

FY 2014 Actual: \$3,999,825

of Proj/Partic.: 225

Cost per: \$17,777

FY 2015 Actual: \$4,000,000

of Proj/Partic.: 230

Cost per: \$17,391

FY 2016 Estimate: \$4,000,000

of Proj/Partic.: N/A

Cost per: N/A

Description: Through the Council of American Overseas Research Centers (CAORC), ECA provides funding for 20 Overseas Research Centers (ORCs)—Afghanistan, Bangladesh, Cambodia, Cyprus, Egypt, India, Indonesia, Iranian Studies (located in the United States), Iraq (currently based in Amman, Jordan), Israel, Jordan, Mexico, Maghreb Countries (Algeria, Morocco, Tunisia), Mongolia, Pakistan, Palestinian Territories, Senegal, Sri Lanka, Turkey and Yemen. The program allows U.S. scholars to gain experience and expertise through study of the cultures of countries where the ORCs are located.

FULBRIGHT ECONOMICS TEACHING PROGRAM (FETP) (1994)

Program Length: 2 years

Avg. Cost per Day: \$27 (2015)

Geographic Reach: Vietnam

Female/Male Split: 52%/48%

FY 2013 Actual: \$1,900,000	# of Proj/Partic.: 100	Cost per: \$19,000
FY 2014 Actual: \$1,900,000	# of Proj/Partic.: 100	Cost per: \$19,000
FY 2015 Actual: \$1,900,000	# of Proj/Partic.: 100	Cost per: \$19,000
FY 2016 Estimate: \$1,900,000	# of Proj/Partic.: 100	Cost per: \$19,000
FY 2017 Requested: N/A	# of Proj/Partic.: N/A	Cost per: N/A

Description: The Fulbright Economics Teaching Program (FETP) allows Vietnamese professionals from the government and private sectors to enroll in two years of study at the Fulbright School in Vietnam and receive a master of arts degree in public policy or participate in a one-year program in applied economics. It was created one year before normalized relations between the United States and Vietnam.

INTERNATIONAL CENTER FOR MIDDLE EASTERN-WESTERN DIALOGUE (HOLLINGS CENTER) (2005)

Program Length: N/A

Avg. Cost per Day: N/A

Female/Male Split: N/A

FY 2013 Actual: \$729,000	# of Proj/Partic.: N/A	Cost per: N/A
FY 2014 Actual: \$990,000	# of Proj/Partic.: N/A	Cost per: N/A
FY 2015 Actual: \$979,014	# of Proj/Partic.: N/A	Cost per: N/A
FY 2016 Estimate: N/A	# of Proj/Partic.: N/A	Cost per: N/A

Description: The Center for Middle Eastern-Western Dialogue is a non-profit, non-governmental organization dedicated to fostering dialogue between the United States and countries with predominantly Muslim populations in the Middle East, North Africa, South Asia, Eurasia and Europe. Its mandate is to provide a forum for dialogue involving citizens of the U.S. and those from Muslim-majority countries. The center conducts its meetings and dialogues in Istanbul. As directed by the U.S. Congress, ECA is the fiduciary agent for a trust fund set up by Congress and disburses the annual interest in the form of an annual award supporting the center's activities.

MANDELA WASHINGTON FELLOWSHIP FOR YOUNG AFRICAN LEADERS (2014)

See page 133.

NATIONAL CLEARINGHOUSE ON DISABILITY AND EXCHANGE (1995)

Program Length: N/A

Avg. Cost per Day: N/A

FY 2013 Actual: \$450,000
FY 2014 Actual: \$450,000
FY 2015 Actual: \$450,000
FY 2016 Estimate: \$450,000

Description: The National Clearinghouse on Disability and Exchange is a multi-functional clearinghouse that provides information for people with disabilities regarding international exchange opportunities and gives technical assistance to international exchange organizations, colleges and universities and other organizations about how to increase the number of people with disabilities participating in their exchange programs and to enhance exchange program experiences.

SUMMER INSTITUTES FOR EUROPEAN STUDENT LEADERS (2006)

Program was merged into Study of the U.S. Institutes (SUSI) in FY 2015.

Program Length: 5 weeks

Avg. Cost per Day: \$357 (2014)

Female/Male Split: 73%/28%

FY 2013 Actual: \$500,000

of Proj/Partic.: 40

Cost per: \$12,500

FY 2014 Actual: \$500,000

of Proj/Partic.: 40

Cost per: \$12,500

Description: Now a part of the Study of the U.S. Institute (SUSI). European undergraduate students from underserved sectors and a range of ethnic, religious and socio-economic backgrounds have the opportunity to learn about the United States and strengthen their leadership skills during a five-week program on a U.S. university campus.

TIBETAN SCHOLARSHIP PROGRAM (1988)

Program Length: 2 years

Avg. Cost per Day: \$110 (2015)

Geographic Reach: India and Nepal

Female/Male Split: 75%/25%

FY 2013 Actual: \$601,000

of Proj/Partic.: 16

Cost per: \$37,563

FY 2014 Actual: \$535,710

of Proj/Partic.: 15

Cost per: \$35,714

FY 2015 Actual: \$710,000

of Proj/Partic.: 15

Cost per: \$47,333

FY 2016 Estimate: \$500,000

of Proj/Partic.: 15

Cost per: \$33,333

FY 2017 Requested: N/A

of Proj/Partic.: N/A

Cost per: N/A

Description: Students from the Tibetan refugee communities of India and Nepal receive funding to pursue graduate degrees at U.S. institutions, primarily in fields that will contribute to more effective administrative governance of communities.

U.S.-SOUTH PACIFIC SCHOLARSHIP PROGRAM (1994)

Program Length: 2–5 years

Avg. Cost per Day: \$109 (2015)

Geographic Reach: Cook Islands, Fiji, Kiribati, Nauru, Niue, Papua New Guinea, Samoa, Solomon Islands, Tonga, Tuvalu and Vanuatu

Female/Male Split: N/A

FY 2013 Actual: \$435,000

of Proj/Partic.: 4

Cost per: \$108,750

FY 2014 Actual: \$435,000

of Proj/Partic.: 4

Cost per: \$108,750

FY 2015 Actual: \$350,000

of Proj/Partic.: 3

Cost per: \$116,667

FY 2016 Estimate: \$350,000

of Proj/Partic.: 3

Cost per: \$116,667

FY 2017 Requested: N/A

of Proj/Partic.: N/A

Cost per: N/A

Description: The U.S.-South Pacific Scholarship Program supports merit-based scholarships to students from sovereign island nations of the South Pacific for U.S. degree study in fields related to development of the region.

CENTER FOR CULTURAL & TECHNICAL INTERCHANGE (EAST-WEST CENTER) (1960)

This program receives its annual appropriation from the U.S. Congress passed through ECA. It is not run by ECA. Program receives some foreign funding.

Geographic Reach: Afghanistan, Australia, Bangladesh, Bhutan, Brunei, Burma, Cambodia, China, Cook Islands, Fiji, French Polynesia, Guam, Hong Kong, India, Indonesia, Iran, Japan, Kiribati, Korea, Lao, Malaysia, Marshall Islands, Micronesia, Mongolia, Nauru, Nepal, New Zealand, Niue, Northern Marianas, Pakistan, Palau, Papua New Guinea, Philippines, Russia, Samoa, Singapore, Solomon Islands, Sri Lanka, Taiwan, Thailand, Timor-Leste, Tonga, Tuvalu, Vanuatu, and Vietnam

Female/Male Split: 49%/51%

FY 2013 Actual: \$15,900,251	# of Proj/Partic.: 3,239
FY 2014 Actual: \$16,699,480	# of Proj/Partic.: 4,088
FY 2015 Actual: \$16,700,000	# of Proj/Partic.: 3,055
FY 2016 Estimate: \$16,700,000	# of Proj/Partic.: 3,055
FY 2017 Requested: N/A	# of Proj/Partic.: N/A

Description: The East-West Center is an internationally recognized education and research organization established by the U.S. Congress in 1960 to strengthen understanding and relations between the United States and the countries of the Asia Pacific region. Located in Honolulu, Hawaii, the center carries out its mission through programs of cooperative study, training and research.

U.S.-TIMOR-LESTE SCHOLARSHIP PROGRAM (1999)

Program Length: 4–5 years

Avg. Cost per Day: \$109 (2015)

Geographic Reach: Timor-Leste

Female/Male Split: 50%/50%

FY 2013 Actual: \$435,000	# of Proj/Partic.: 3	Cost per: \$145,000
FY 2014 Actual: \$435,000	# of Proj/Partic.: 4	Cost per: \$108,750
FY 2015 Actual: \$350,000	# of Proj/Partic.: 3	Cost per: \$116,667
FY 2016 Estimate: \$350,000	# of Proj/Partic.: 3	Cost per: \$116,667
FY 2017 Requested: N/A	# of Proj/Partic.: N/A	Cost per: N/A

Description: The U.S.-Timor-Leste Scholarship Program supports merit-based scholarships for students from Timor-Leste to study in the United States. Students participate in intensive English-language training and degree study in fields relevant to Timor-Leste's development.

YOUNG SOUTHEAST ASIAN LEADERS INITIATIVE (YSEALI) (2014)

See page page 134.

Office of Citizen Exchanges

FY 2013 Actual: \$9.500 million; FY 2014 Actual: \$10.200 million; FY 2015 Planned: \$10.200 million; FY 2016 Estimated: N/A

CULTURAL PROGRAMS DIVISION - INBOUND, SHORT-TERM PROGRAMS

Cultural programs are designed to connect with foreign audiences who may only have narrow experiences with American culture and society. The programs include an array of models and artistic genres in order to respond to changing environment and aim to overcome barriers (e.g., linguistic, cultural and socioeconomic) in connecting with different audiences. All cultural diplomacy programs correspond to U.S. foreign policy objectives. There are 14 programs and all of them are public-private partnerships.

CENTER STAGE (2010)

Program Length: 1 month

Avg. Cost per Day: \$629 (2014)

Geographic Reach: Algeria and Tanzania

Female/Male Split: N/A

FY 2014 Actual: \$1,000,000

of Proj/Partic.: 53

Cost per: \$18,868

FY 2016 Estimate: \$1,350,000

of Proj/Partic.: N/A

Cost per: N/A

FY 2018 Requested: N/A

of Proj/Partic.: N/A

Cost per: N/A

Description: Center Stage invites performing artists from high-priority countries to the United States to perform and conduct engagement activities. They tour select cities and partake in community engagement activities, such as performances, workshops, discussions, artist-to-artist exchanges and community gatherings. Performing ensembles have included musicians from Pakistan, Indonesia, Haiti, Morocco and Vietnam. It is a public-private partnership. Season 3 tours (summer–fall 2016) will include artists from Algeria and Tanzania. Program is funded every other year. Next round of funding is in fiscal year 2016.

GLOBAL MEDIA MAKERS (2015)

Program Length: 2 years

Avg. Cost per Day: \$1,020 (2016)

Geographic Reach: Egypt, Jordan, Lebanon, Morocco and Turkey

Female/Male Split: N/A

FY 2016 Spending: \$1,000,000

of Proj/Partic.: 28

Cost per: \$35,714

FY 2017 Request: \$1,000,000

of Proj/Partic.: N/A

Cost per: N/A

Description: Global Media Makers is an innovative mentoring initiative that connects visual storytellers from around the world with leading U.S. entertainment professionals through tailored mentorships, workshops and master classes. For the first year of this program, 14 film, television and new media makers were selected from Egypt, Jordan, Lebanon, Morocco and Turkey. Global Media Makers Fellows engaged in comprehensive filmmaker education, business training and professional networking opportunities. Selected participants traveled to Los Angeles for five weeks (May 2 to June 4, 2016) to work on projects with a team of American mentors and receive state-of-the-art training and industry access to support conceptual development of independent, authentic and compelling content for distribution in their home countries and foster creative cross-pollination between filmmakers from diverse countries. Six months following the L.A.-based programs, mentors will travel to the region to meet with fellows and conduct workshops for local filmmakers.

INTERNATIONAL WRITING PROGRAM (IWP) (2006)

Program receives some foreign funding.

Program Length: 5–90 days

Avg. Cost per Day: \$105 (2014)

Geographic Reach: Afghanistan, Argentina, Armenia, Australia, Burma, China, Colombia, Cuba, Egypt, Germany, Ghana, Greece, Hong Kong, Iceland, India, Iraq, Israel, Lithuania, Malaysia, Netherlands, New Zealand, Romania, Saudi Arabia, Singapore, South Africa, South Korea, South Sudan, Sudan, Syria, Taiwan, Turkey, United States and Venezuela

Female/Male Split: 59%/41%

FY 2013 Actual: \$520,416	# of Proj/Partic.: 117	Cost per: \$4,448
FY 2014 Actual: \$500,000	# of Proj/Partic.: 100	Cost per: \$5,000
FY 2015 Actual: \$680,000	# of Proj/Partic.: N/A	Cost per: N/A
FY 2016 Estimate: \$720,000	# of Proj/Partic.: N/A	Cost per: N/A

Description: Through the International Writing Program (IWP), U.S. and foreign writers participate in a residency program at the University of Iowa, which includes public lectures, round-table discussions and readings on selected strategic countries and topics. It also includes distance-learning courses on women's empowerment with writers in Iraq; conflict resolution with writers in Armenia and Turkey; and disability awareness with writers in China. The program also supports two massive open online courses (MOOCs) on creative writing and creative writing workshops in remote and underserved communities in priority countries including Iraq, Sudan and South Sudan. It is a public-private partnership with the University of Iowa's International Writing Program.

MUSEUMS CONNECT (2007)

Program receives some foreign funding. Program is being phased out.

Program Length: 1 year

Avg. Cost per Day: \$28 (2015)

Geographic Reach: Cambodia, China, Colombia, Honduras, India, Jamaica, Mexico, Mongolia, Morocco and Romania

Female/Male Split: 65%/35%

FY 2013 Actual: \$1,050,000	# of Proj/Partic.: 115	Cost per: \$9,130
FY 2014 Actual: \$920,000	# of Proj/Partic.: 90	Cost per: \$10,222
FY 2015 Actual: \$828,000	# of Proj/Partic.: 80	Cost per: \$10,350
FY 2016 Estimate: \$1,150,000	# of Proj/Partic.: N/A	Cost per: N/A

Description: The Museums Connect “Building Global Communities” program brings together U.S. and international communities, especially youth, women and other underserved groups, through collaborative museum-led exchange projects that support foreign policy objectives, such as women's empowerment, social inclusion, civic engagement and environmental protection.

ONEBEAT (2011)

Program Length: 1 month

Avg. Cost per Day: \$867 (2015)

Geographic Reach: Brazil, Colombia, Egypt, India, Indonesia, Kosovo, Lebanon, Malaysia, Nigeria, Russia, Senegal, Serbia, Taiwan, Turkey, United States, Venezuela and Zimbabwe

Female/Male Split: 44%/56%

FY 2013 Actual: \$1,050,000	# of Proj/Partic.: 50	Cost per: \$21,000
FY 2015 Actual: \$1,300,000	# of Proj/Partic.: 50	Cost per: \$26,000
FY 2017 Requested: N/A	# of Proj/Partic.: N/A	Cost per: N/A

Description: OneBeat brings accomplished foreign musicians to the United States to work with their American counterparts to compose new music, create recordings and videos, and develop practices of music as civic engagement. OneBeat has a U.S.-based month-long program consisting of a residency and tour. During the residency, participants

form small collaborative ensembles that improvise, compose and record original work and prepare for performances and educational workshops. The groups then tour cities within the United States to perform the music they have developed during the residency, work with local musicians and conduct social outreach workshops with local youth. Musicians from approximately 40 countries are determined biennially in consultation with regional bureaus and are eligible to apply in an open application process. It is a public-private partnership. The program is funded every other year so the last round of funding was in fiscal year 2015 and the next is in fiscal year 2017.

CULTURAL PROGRAMS DIVISION - OUTBOUND, SHORT-TERM PROGRAMS

*To be consistent with other ECA program data measurements, the estimated cost per traveler on the exchange is provided in this section. However, in outward-bound cultural exchanges, the primary public diplomacy beneficiaries are the audiences, workshop participants and other foreign publics who come into contact with the American artist/catalyst during the program. Per participant cost only captures the person directly funded by the exchange. It does not account for audiences and participants overseas, which can include tens of thousands of people per beneficiary. We hope to have reliable audience information in future reports to give the reader a more accurate measure of cost per audience member.

AMERICAN ARTS INCUBATOR (2013)

Program receives some foreign funding.

Program Length: 1 month

Avg. Cost per Day: \$1,973 (2015)

Geographic Reach: Cambodia, Colombia, Guatemala, Russia, Thailand

Female/Male Split: 60%/40%

FY 2013 Actual: \$250,000	# of Proj/Partic.: 4	Cost per: \$62,500
FY 2014 Actual: \$250,000	# of Proj/Partic.: 4	Cost per: \$62,500
FY 2015 Actual: \$300,000	# of Proj/Partic.: 5	Cost per: \$60,000
FY 2016 Estimate: \$500,000	# of Proj/Partic.: 6	Cost per: \$83,333

Description: The American Arts Incubator encourages resilient communities by addressing local community issues, such as social inclusion, youth engagement, human rights, women's empowerment and/or the environment, through collaborative new media and digital art projects that engage youth, artists and underserved community members. Designed after the entrepreneurial "incubator" models popular with Silicon Valley start-ups, six American artists travel abroad to six countries for approximately four weeks each to conduct workshops, develop projects and lead micro grant programs. One foreign artist from each country is also selected to participate in an intensive workshop focused on community engagement and arts entrepreneurship in the U.S. for one to two weeks. Fiscal year 2013, 2014, and 2015 funding supported programming in the East Asia Pacific region while 2016 funding expanded support to the Western Hemisphere and Eurasia regions. It is a public-private partnership.

AMERICAN FILM SHOWCASE (2011)

Program Length: 7-10 days

Avg. Cost per Day: \$2,118 (2015)

Geographic Reach: Algeria, Argentina, Belarus, Benin, Bosnia and Herzegovina, Botswana, Brazil, Colombia, Ecuador, Egypt, Estonia, Ethiopia, France, Georgia, Germany, Haiti, India, Indonesia, Israel, Japan, Jordan, Kazakhstan, Kuwait, Mongolia, Namibia, Oman, Palestinian Territories, Peru, Qatar, Russia, Singapore, Tajikistan, Thailand, Tunisia, Turkey, Turkmenistan, Ukraine, Zambia and Zimbabwe

Female/Male Split: N/A

FY 2013 Actual: \$1,300,000	# of Proj/Partic.: 50	Cost per: \$26,000
FY 2014 Actual: \$1,500,000	# of Proj/Partic.: 80	Cost per: \$18,750
FY 2015 Actual: \$1,800,000	# of Proj/Partic.: 100	Cost per: \$18,000
FY 2016 Estimate: \$1,950,000	# of Proj/Partic.: 100	Cost per: \$19,500

Description: The American Film Showcase (AFS) sends filmmakers and film industry professionals abroad to present award-winning American documentaries, independent films and animated short films in support of mission policy goals. The films offer contemporary insights into American life and culture and explore issues affecting democratic societies. The University of Southern California's (USC) School of Cinematic Arts arranges touring programs with the State Department to showcase the films and their filmmakers at U.S. embassy-organized events, including international film festivals. An annual application process determines the 35–40 participating countries. AFS supports incoming foreign filmmakers for USC-based workshops. It is a public-private partnership.

AMERICAN MUSIC ABROAD (AMA) (2011)

Program Length: 2–6 weeks

Avg. Cost per Day: \$1,214 (2015)

Geographic Reach: Algeria, Angola, Argentina, Azerbaijan, Bangladesh, Barbados, Belarus, Belize, Benin, Bermuda, Bolivia, Bosnia, Botswana, Brazil, Bulgaria, Burma, Cambodia, Cameroon, China, Colombia, Congo, Costa Rica, Cote d'Ivoire, Cyprus, Democratic Republic of the Congo, Djibouti, Dominican Republic, East Timor, Ecuador, Egypt, El Salvador, Equatorial Guinea, Estonia, Ethiopia, Fed States of Micronesia, Fiji, The Gambia, Georgia, Ghana, Greece, Guatemala, Guinea Bissau, Guyana, Honduras, Hungary, India, Indonesia, Jerusalem, Jordan, Kazakhstan, Kosovo, Kyrgyzstan, Laos, Latvia, Liberia, Lithuania, Macedonia, Malaysia, Malta, Marshall Islands, Mauritania, Mauritius, Mexico, Moldova, Montenegro, Morocco, Mozambique, Namibia, Nepal, New Zealand, Nicaragua, Niger, Oman, Pakistan, Palau, Panama, Papua New Guinea, Paraguay, Peru, Philippines, Rep of the Congo, Romania, Russia, Rwanda, Saudi Arabia, Senegal, Slovenia, Solomon Islands, South Africa, South Korea, Swaziland, Taiwan, Tajikistan, Tel Aviv, Thailand, Togo, Tunisia, Turkmenistan, Uganda, Ukraine, United States, Uruguay, Uzbekistan, Vanuatu, Venezuela, Vietnam, Zambia, and Zimbabwe

Female/Male Split: 15%/85%

FY 2013 Actual: \$1,500,000	# of Proj/Partic.: 48	Cost per: \$31,250
FY 2014 Actual: \$1,500,000	# of Proj/Partic.: 51	Cost per: \$29,412
FY 2015 Actual: \$1,292,000	# of Proj/Partic.: 38	Cost per: \$34,000
FY 2016 Estimate: \$1,340,000	# of Proj/Partic.: N/A	Cost per: N/A

Description: American Music Abroad (AMA) focuses on investing in youth leadership and strengthening civil society by sending approximately 8-11 American music groups in genres such as urban/hip-hop, gospel, bluegrass and jazz to more than 40 countries annually to conduct public concerts, interactive performances with local musicians, lecture demonstrations, workshops and jam sessions with diverse audiences. AMA activities focus on younger and underserved audiences in countries where people have few opportunities to meet American performers and experience their music first-hand. Participating countries are determined in consultation with the regional bureaus and embassies overseas. This iteration began in 2011, but the touring of musical ensembles has run decades under various names, since "Jazz Ambassadors" in the 1950's.

ARTS ENVOY PROGRAM (2012)

Program Length: 5 days–6 weeks

Avg. Cost per Day: \$385 (2014)

Geographic Reach: Argentina, Austria, Azerbaijan, Bangladesh, Bolivia, Bosnia and Herzegovina, Botswana, Burkina Faso, Cameroon, Canada, Colombia, Costa Rica, Cote d'Ivoire, Croatia, Cuba, Dominican Republic, Ecuador, Ethiopia, Georgia, Honduras, Israel, Jordan, Kazakhstan, Kyrgyzstan, Latvia, Lesotho, Liberia, Lithuania, Micronesia, Moldova, Namibia, Okinawa, Oman, Palestinian Territories, Paraguay, Qatar, Republic of Congo, Romania, Russia, Saudi Arabia, Slovak Republic, Slovenia, South Africa, Swaziland, Tajikistan, Thailand, Turkmenistan, Uzbekistan, Vietnam and Zimbabwe

Female/Male Split: 30%/70%

FY 2013 Actual: \$1,600,000	# of Proj/Partic.: 240	Cost per: \$6,667
FY 2014 Actual: \$1,500,000	# of Proj/Partic.: 390	Cost per: \$3,846
FY 2015 Actual: \$1,550,000	# of Proj/Partic.: N/A	Cost per: N/A
FY 2016 Estimate: \$2,430,000 (Funding for exchanges in both 2016 and 2016)		

Description: The Arts Envoy Program gives U.S. missions worldwide an opportunity to develop customized cultural programming to support U.S. foreign policy mission objectives and connects the U.S. arts community with international publics. This “on-demand” program supports strategic projects by arts professionals who can spend five days to six weeks in a country or region working with priority groups, arts professionals and general audiences.

NEXT LEVEL (2013)

Program receives some foreign funding.

Program Length: 2–3 weeks

Avg. Cost per Day: \$1,758 (2015)

Geographic Reach: Algeria, Brazil, Colombia, Croatia, Indonesia, and Tunisia

Female/Male Split: 30%/70%

FY 2013 Actual: \$960,000	# of Proj/Partic.: 31	Cost per: \$30,968
FY 2014 Actual: \$800,000	# of Proj/Partic.: 26	Cost per: \$30,769
FY 2015 Actual: \$800,000	# of Proj/Partic.: 26	Cost per: \$30,769
FY 2016 Estimate: \$800,000	# of Proj/Partic.: 26	Cost per: \$30,769

Description: Next Level aims to encourage civil society development and provide economic and professional development opportunities to youth and underserved audiences. In collaboration with the University of North Carolina at Chapel Hill (UNC), it recruits roughly 20 professional American hip hop artists to visit five to six countries and implement four interrelated workshops on beat/music making, break dancing and rapping. Each overseas component lasts for two to three weeks and includes workshops and performances on topics including music production, artists’ entrepreneurship and conflict resolution strategies. Each workshop concludes with a final project and public event. Music production equipment remains with the overseas participants to provide continued professional advancement. Six foreign artists also travel to UNC and Washington, D.C. for a two-week professional development program of lectures and workshops on leadership training and entrepreneurship, as well as demonstration opportunities. Fiscal year 2014 funding programs were with the Bureau of African Affairs (with entrepreneurship, youth leadership development focus); the Bureau of Western Hemisphere Affairs (with violence prevention, youth empowerment, entrepreneurship focus) and the Bureau of East Asian Pacific Affairs (with youth empowerment, anti-human trafficking focus).

BIENNALES (1988)

Program Length: 7–8 months

Avg. Cost per Day: \$213 (2015)

Geographic Reach: United States

Female/Male Split: N/A

FY 2013 Actual: \$100,000	# of Proj/Partic.: 6	Cost per: \$16,667
FY 2014 Actual: \$250,000	# of Proj/Partic.: 6	Cost per: \$41,667
FY 2015 Actual: \$292,000	# of Proj/Partic.: 6	Cost per: \$48,667
FY 2016 Estimate: \$250,000	# of Proj/Partic.: 8	Cost per: \$31,250

Description: The Biennales initiative selects and provides support for U.S. representation at the Venice Art Exhibition Biennale and the Venice Architecture Biennale. The biennale is a high-profile platform projecting American innovation, ingenuity and entrepreneurship as core American values to an influential international audience. Fiscal year 2013 funding supported the 2014 Architecture Biennale with U.S. representation arranged by Storefront Art and Architecture, which developed the Office U.S. Exhibition. The Office U.S. Exhibition incorporated U.S. high school and undergraduate students to participate in the exhibition, in addition to running several virtual programs that engaged underserved communities in the United States and in Europe. Fiscal year 2014 funding supported the 2015 Venice Art Exhibition. The United States was represented by MIT’s List Visual Arts Center and artist Joan Jonas’ multi-media installation. ECA partners with the National Endowment of the Arts, which is selecting the U.S. representation for this public-private partnership. **In fiscal years 2013 and 2014, the program received \$577,000 and \$2.5 million respectively from the private sector.**

DANCEMOTION USA (2010)

Program receives some foreign funding.

Program Length: 18 days (3 tours; each tour is 18 days)

Avg. Cost per Day: \$1,720 (2014)

Geographic Reach: Cote d'Ivoire, Dominican Republic, Ethiopia, Haiti, Panama, Singapore, Thailand, Tunisia and Vietnam

Female/Male Split: N/A

FY 2013 Actual: \$1,500,000	# of Proj/Partic.: 50	Cost per: \$30,000
FY 2014 Actual: \$1,300,000	# of Proj/Partic.: 42	Cost per: \$30,952
FY 2015 Actual: \$1,300,000	# of Proj/Partic.: N/A	Cost per: N/A
FY 2016 Estimate: \$1,150,000	# of Proj/Partic.: N/A	Cost per: N/A

Description: DanceMotion USA provides performances and educational dance workshops for underserved students and audiences in priority countries. The purpose is to showcase American society and connect with populations where language and political barriers may inhibit direct discussion. Three contemporary American dance companies travel to 9 countries that have limited engagement with Americans to present workshops on a variety of dance and expressive styles, arts management and the creative economy. The program also includes a virtual lecture demonstrations and workshops with students in rural areas. It is a public-private partnership with the Brooklyn Academy of Music (BAM).

PROFESSIONAL FELLOWS DIVISION

FY 2013 Actual: \$17.900 million; FY 2014 Actual: \$18.050 million; FY 2015 Actual: \$14.500 million; FY 2016 Planned: ; FY 2017 Requested:

The Professional Fellows Division supports the professional development and capacity building of more than 1,000 emerging young leaders working to foster good governance practices and stronger civil society institutions, empower women and minority communities and increase economic opportunities. Professional Fellows Programs are implemented worldwide, with some specific programs for the East Asian Pacific region (e.g., Mike Mansfield Fellowship Program and the U.S. Congress-Korea National Assembly Youth Exchange). There are currently six programs under the Professional Fellows Program budget line. The average cost share for Professional Fellows cooperative agreements is \$90,000 or 15 percent per program.

COMMUNITY SOLUTIONS (2010)

Program Length: 4 months

Avg. Cost per Day: \$189 (2015)

Geographic Reach: Albania, Bangladesh, Bolivia, Brazil, Bulgaria, Burma, Cambodia, Colombia, Costa Rica, Czech Republic, Dominican Republic, Democratic Republic of Congo, El Salvador, Estonia, Egypt, Ghana, Guinea, Haiti, Hungary, Indonesia, Israel, Jordan, Kazakhstan, Kenya, Kyrgyzstan, Laos, Latvia, Lebanon, Liberia, Libya, Lithuania, Macedonia, Maldives, Malaysia, Malawi, Moldova, Mongolia, Morocco, Mozambique, Nepal, Palestinian Territories, Paraguay, Papua New Guinea, Peru, Philippines, Romania, Rwanda, Sierra Leone, Singapore, Slovakia, South Sudan, Sri Lanka, Sudan, Syria, Tajikistan, Tanzania, Thailand, Trinidad and Tobago, Tunisia, Turkey, Turkmenistan, Uganda, Ukraine, Uzbekistan, Vietnam, Zambia, and Zimbabwe

Female/Male Split: 51%/49%

FY 2013 Actual: \$1,500,000	# of Proj/Partic.: 54	Cost per: \$27,778
FY 2014 Actual: \$1,500,000	# of Proj/Partic.: 55	Cost per: \$27,273
FY 2015 Actual: \$2,300,000	# of Proj/Partic.: 100	Cost per: \$23,000
FY 2016 Estimate: \$2,300,000	# of Proj/Partic.: 100	Cost per: \$23,000
FY 2017 Requested: N/A	# of Proj/Partic.: N/A	Cost per: N/A

Description: Community Solutions is a global exchange program that serves as a longer, four-month version of the Professional Fellows Program and brings community leaders from around the world to the United States for four-month fellowships with public- and private-sector organizations to enhance their professional and personal abilities to address

issues of concern in their home communities. In 2015, Community Solutions fellows came from 37 countries and all geographic regions. Current program themes include accountability and transparency, environmental issues, tolerance and conflict resolution, and women and gender issues.

CONGRESS-BUNDESTAG STAFF EXCHANGE (1983)

Program Length: 8-14 days

Avg. Cost per Day: \$889 (2015)

Geographic Reach: Germany

Female/Male Split: 50%/50%

FY 2013 Actual: \$80,000	# of Proj/Partic.: 10	Cost per: \$8,000
FY 2014 Actual: \$80,000	# of Proj/Partic.: 10	Cost per: \$8,000
FY 2015 Actual: \$80,000	# of Proj/Partic.: 10	Cost per: \$8,000
FY 2016 Estimate: \$80,000	# of Proj/Partic.: 10	Cost per: \$8,000
FY 2017 Requested: \$80,000	# of Proj/Partic.: N/A	Cost per: N/A

Description: Congress-Bundestag Staff Exchange consists of two phases to help Americans and Germans learn about each other's political institutions and discuss issues of mutual concern. Phase one sends approximately 10 U.S. staff members from the House of Representatives, the Senate and the Library of Congress to Germany for a two-week program that includes meetings in Berlin with members of the Bundestag, Bundestag party staffers and representatives of political, business, academic and media institutions. Phase two, which is carried out by IVLP, brings delegation of 10 German staff members to visit the United States for eight days.

FORTUNE/U.S. STATE DEPARTMENT GLOBAL WOMEN'S MENTORING PARTNERSHIP (2006)

Program Length: 4 weeks

Avg. Cost per Day: \$548 (2015)

Geographic Reach: Argentina, China, Egypt, El Salvador, Ghana, Guatemala, India, Kenya, Mexico, Nigeria, Poland, South Korea, Ukraine, Uruguay and Zimbabwe

Female/Male Split: 100%/0%

FY 2013 Actual: \$250,000	# of Proj/Partic.: 27	Cost per: \$9,259
FY 2014 Actual: \$250,000	# of Proj/Partic.: 23	Cost per: \$10,870
FY 2015 Actual: \$250,000	# of Proj/Partic.: 19	Cost per: \$13,158
FY 2016 Estimate: \$250,000	# of Proj/Partic.: N/A	Cost per: N/A
FY 2017 Requested: N/A	# of Proj/Partic.: N/A	Cost per: N/A

Description: Fortune/U.S. State Department Global Women's Mentoring Partnership partners with Fortune's Most Powerful Women program to support women's economic, social and political empowerment through leadership workshops and mentoring assignments for up to 25 emerging women leaders from around the world. U.S. executive women from Fortune 500 companies commit their time and professional and personal resources to mentor the international emerging leaders. Project activities include a three- to four-day orientation program in Washington, D.C., a mentorship assignment for two weeks at a U.S.-host company and a final wrap-up session in New York City.

J. CHRISTOPHER STEVENS VIRTUAL EXCHANGE (STEVENS INITIATIVE) (2014)

Program receives some foreign funding.

Program Length: Administrative grant (ongoing)

Avg. Cost per Day: N/A

Geographic Reach: Virtual

Female/Male Split: N/A

FY 2015 Actual: \$5,000,000

of Proj/Partic.: N/A

Cost per: N/A

FY 2016 Estimate: \$8,455,938

of Proj/Partic.: N/A

Cost per: N/A

Description: The J. Christopher Stevens Virtual Exchange Initiative (Stevens Initiative), developed in partnership with the Stevens Family and with significant involvement from the MacArthur Foundation, is a multilateral public-private partnership that will strengthen engagement between young people in the Middle East and North Africa and in the United States as a lasting tribute to the legacy of Ambassador Chris Stevens. The Stevens Initiative will use technology and online tools to achieve people-to-people educational exchanges between the United States and the Middle East and North Africa. Through intensive, structured online engagements between youth at various education levels, the initiative will increase mutual understanding and equip more than one million youth with the skills and aptitudes they need to succeed in the 21st century.

JAPAN-U.S. FRIENDSHIP COMMISSION (CULCON) (1968)

Program receives some foreign funding.

Program Length: Administrative grant (ongoing)

Avg. Cost per Day: N/A

Geographic Reach: Japan

Female/Male Split: N/A

FY 2013 Actual: \$278,220

FY 2014 Actual: \$278,220

FY 2015 Actual: \$278,220

FY 2016 Estimate: \$278,220

FY 2017 Requested: N/A

Description: ECA makes an annual transfer of funds to the Japan-U.S. Friendship Commission to continue as the secretariat for the U.S.-Japan Conference of Cultural and Educational Interchange (CULCON), a bi-national advisory panel to both governments that focuses official and public attention in the United States and Japan on the cultural and educational underpinnings of the bi-national relationship. The Japan-U.S. Friendship Commission (JUSFC) is an independent federal agency dedicated to promoting mutual understanding and cooperation between the United States and Japan. CULCON originated in a series of discussions between President Kennedy and Prime Minister Ikeda in 1962 as a high-level, informal advisory committee. The informal arrangement was formalized by an exchange of memoranda between the two governments in 1968. In March 1991, the U.S. and Japanese CULCON panels met in Tokyo and agreed upon specific steps toward restructuring CULCON, including the establishment of permanent U.S. and Japanese CULCON secretariats.

MIKE MANSFIELD FELLOWSHIP PROGRAM (1994)

Program Length: 1 year

Avg. Cost per Day: \$309 (2015)

Geographic Reach: Japan

Female/Male Split: 20%/80%

FY 2013 Actual: \$1,520,000

of Proj/Partic.: 10

Cost per: \$152,000

FY 2014 Actual: \$1,518,000

of Proj/Partic.: 10

Cost per: \$151,800

FY 2015 Actual: \$1,100,000

of Proj/Partic.: 10

Cost per: \$110,000

FY 2016 Estimate: \$1,518,000

of Proj/Partic.: 10

Cost per: \$151,800

FY 2017 Requested: N/A

of Proj/Partic.: N/A

Cost per: N/A

Description: Mike Mansfield Fellowship Program was established by Congress in 1994 and offers an opportunity for U.S. federal government employees to gain substantial personal knowledge about the government of Japan by working alongside their counterparts in Japanese agencies. Congress mandated that the Maureen and Mike Mansfield Foundation administer the program.

NATIONAL YOUTH SCIENCE FOUNDATION/ NATIONAL YOUTH SCIENCE CAMP (1999)

Program Length: 1 month

Avg. Cost per Day: \$271 (2015)

Geographic Reach: Argentina, Bolivia, Brazil, Chile, Costa Rica, Ecuador, Mexico, and Trinidad and Tobago

Female/Male Split: 50%/50%

FY 2013 Actual: \$130,000	# of Proj/Partic.: 16	Cost per: \$8,125
FY 2014 Actual: \$130,000	# of Proj/Partic.: 16	Cost per: \$8,125
FY 2015 Actual: \$130,000	# of Proj/Partic.: 16	Cost per: \$8,125
FY 2016 Estimate: \$130,000	# of Proj/Partic.: 16	Cost per: \$8,125
FY 2017 Requested: \$130,000	# of Proj/Partic.: N/A	Cost per: N/A

Description: National Youth Science Foundation/National Youth Science Camp is an annual science camp for American high school students and selected students from the Western Hemisphere , which aims to bringing together students from the region in a scientific and cultural exchange that promotes understanding and cooperative work. The camp is an honors program sponsored by the state of West Virginia, individuals and corporations to encourage talented and gifted science-inclined high school students to achieve their full potential. Funding began through a series of annual earmarks.

PROFESSIONAL FELLOWS “ON-DEMAND” PROGRAM (2012)

Program Length: 2 weeks–1 month

Avg. Cost per Day: \$681 (2015)

Geographic Reach: Armenia, Azerbaijan, Belarus, Bulgarian, Czech Republic, Estonia, Georgia, Hungary, Kazakhstan, Kyrgyzstan, Latvia, Lithuania, Moldova, Poland, Romania, Slovakia, Slovenia, Tajikistan and Ukraine

Female/Male Split: 56%/44%

FY 2013 Actual: N/A	# of Proj/Partic.: N/A	Cost per: N/A
FY 2014 Actual: \$400,000	# of Proj/Partic.: 38	Cost per: \$10,526
FY 2015 Actual: \$1,243,000	# of Proj/Partic.: 80	Cost per: \$15,538
FY 2016 Estimate: \$500,000	# of Proj/Partic.: 40	Cost per: \$12,500
FY 2017 Requested: N/A	# of Proj/Partic.: N/A	Cost per: N/A

Description: The Professional Fellows “On-demand” Program builds upon the Professional Fellows model to allow for a quick response to address urgent foreign policy priorities worldwide. Once approved, an on-demand exchange program can be immediately announced and the exchange can take place within three to six months. Programmatic details and timelines are developed as appropriate for specific projects and specific foreign policy goals, geared towards tangible outcomes.

PROFESSIONAL FELLOWS PROGRAM (2009)

Program Length: 5 weeks

Avg. Cost per Day: \$421 (2015)

Geographic Reach: Armenia, Azerbaijan, Bangladesh, Belarus, Bosnia and Herzegovina, Brazil, Brunei, Bulgaria, Burma, Cambodia, China, Colombia, Croatia, Egypt, Georgia, Guatemala, Honduras, Hungary, India, Indonesia, Laos, Malaysia, Mexico, Moldova, Mongolia, Morocco, Nicaragua, Pakistan, Peru, Philippines, Romania, Russia, Rwanda, Singapore, Slovakia, Slovenia, Thailand, Tunisia, Turkey, Uganda, Ukraine, Uruguay and Vietnam

Female/Male Split: 55%/45%

FY 2013 Actual: \$6,780,000	# of Proj/Partic.: 402	Cost per: \$16,866
FY 2014 Actual: \$7,644,000	# of Proj/Partic.: 458	Cost per: \$16,690
FY 2015 Actual: \$8,000,000	# of Proj/Partic.: 514	Cost per: \$15,564
FY 2016 Estimate: \$8,000,000	# of Proj/Partic.: 600	Cost per: \$13,333
FY 2017 Requested: N/A	# of Proj/Partic.: N/A	Cost per: N/A

Description: The Professional Fellows Program brings worldwide emerging leaders to the United States for intensive fellowships designed to broaden their professional expertise in the fields of legislative process and governance, civic engagement, NGO management, economic empowerment and entrepreneurship and journalism. Participants spend approximately one month in the United States, during which they receive full-time fellowships with federal and local governments, businesses and non-profit organizations. Fellowships provide participants the opportunity to examine the relationship between civil society and government in the United States and how respective agencies and organizations work to strengthen citizen participation, transparency and accountability. At the end of their fellowships, participants travel to Washington, D.C., for a three-day Professional Fellows Congress, where they engage with over 200 global Professional Fellows. The program takes place twice per year, in the spring (May/June) and in the fall (October/November).

TECHWOMEN (2011)

Program Length: 5 weeks

Avg. Cost per Day: \$309 (2015)

Geographic Reach: Algeria, Cameroon, Egypt, Jordan, Kazakhstan, Kenya, Kyrgyzstan, Lebanon, Morocco, Nigeria, Palestinian Territories, Rwanda, Sierra Leone, South Africa, Tajikistan, Tunisia, Turkmenistan, Uzbekistan and Zimbabwe

Female/Male Split: 100%/0%

FY 2013 Actual: \$2,450,000	# of Proj/Partic.: 78	Cost per: \$31,410
FY 2014 Actual: \$3,100,000	# of Proj/Partic.: 99	Cost per: \$31,313
FY 2015 Actual: \$2,500,000	# of Proj/Partic.: 90	Cost per: \$27,778
FY 2016 Estimate: \$2,800,000	# of Proj/Partic.: 90	Cost per: \$31,111
FY 2017 Requested: N/A	# of Proj/Partic.: N/A	Cost per: N/A

Description: TechWomen selects participants from target countries across Africa, Central Asia and the Middle East to take part in a peer mentoring experience with American women at leading science and technology companies in Silicon Valley and the San Francisco Bay Area. It is designed to develop the fields of science and technology, increase the trade capacity of the participating countries and promote economic advancement and enable women to reach their full potential in the science and tech industry. U.S.-based programming takes place in the fall. In the following spring, a delegation of American mentors travel to Africa, Central Asia and the Middle East to join TechWomen alumnae in conducting outreach programming focused on specific science and tech issues and careers for young women and girls. With funding obligated in fiscal year 2015, the 90 participants will come in 2016 from Algeria, Cameroon, Egypt, Jordan, Kazakhstan, Kenya, Kyrgyzstan, Lebanon, Morocco, Nigeria, the Palestinian Territories, Rwanda, Sierra Leone, South Africa, Tajikistan, Tunisia, Turkmenistan, Uzbekistan, and Zimbabwe.

THE NGWANG CHOEPHEL FELLOWS PROGRAM (2003)

Program Length: 1 month

Avg. Cost per Day: \$467 (2015)

Geographic Reach: China (Tibet)

Female/Male Split: 49%/51%

FY 2013 Actual: \$530,000	# of Proj/Partic.: 43	Cost per: \$12,326
FY 2014 Actual: \$575,000	# of Proj/Partic.: 43	Cost per: \$13,372
FY 2015 Actual: \$575,000	# of Proj/Partic.: 41	Cost per: \$14,024
FY 2016 Estimate: \$575,000	# of Proj/Partic.: 41	Cost per: \$14,024
FY 2017 Requested: N/A	# of Proj/Partic.: N/A	Cost per: N/A

Description: The Ngwang Choephel Fellows Program provides general support to non-governmental organizations outside of China to promote activities that preserve Tibetan cultural traditions and enhance sustainable development and environmental conservation in Tibetan communities in China. Program themes for annual competitions are developed in cooperation with the Office of the Special Coordinator for Tibetan Issues, the U.S. embassy in Beijing and the U.S. consulate in Chengdu.

U.S. CONGRESS-KOREA NATIONAL ASSEMBLY YOUTH EXCHANGE (1981)

Program Length: 3 weeks

Avg. Cost per Day: \$371 (2015)

Geographic Reach: South Korea

Female/Male Split: 50%/50%

FY 2013 Actual: \$155,953	# of Proj/Partic.: 20	Cost per: \$7,798
FY 2014 Actual: \$155,975	# of Proj/Partic.: 20	Cost per: \$7,799
FY 2015 Actual: \$156,000	# of Proj/Partic.: 20	Cost per: \$7,800
FY 2016 Estimate: \$156,000	# of Proj/Partic.: 20	Cost per: \$7,800
FY 2017 Requested: N/A	# of Proj/Partic.: N/A	Cost per: N/A

Description: The U.S. Congress-Korea National Assembly Youth Exchange, created in 1981 by Former Representative Benjamin Gilman (R-NY) and the Republic of Korea (RoK) National Assembly, introduces 20 university students and recent graduates from the United States and the Republic of Korea to the political process, society and culture of the other country. The Korean participants spend two and a half weeks in the United States and the American participants spend two weeks in the RoK. In fiscal year 2016, ECA awarded Meridian International Center \$156,000 to implement the program.

TRADITIONAL PUBLIC-PRIVATE PARTNERSHIPS PROGRAM (TPPP)

AMERICAN CENTER FOR INTERNATIONAL LABOR SOLIDARITY (LATE 1950S)

Program Length: 2 weeks

Avg. Cost per Day: \$810 (2015)

Geographic Reach: N/A

Female/Male Split: 44%/56%

FY 2013 Actual: \$306,000	# of Proj/Partic.: 30	Cost per: \$10,200
FY 2014 Actual: \$306,000	# of Proj/Partic.: 28	Cost per: \$10,929
FY 2015 Actual: \$306,000	# of Proj/Partic.: 27	Cost per: \$11,333
FY 2016 Estimate: \$306,000	# of Proj/Partic.: 28	Cost per: \$10,929
FY 2017 Requested: N/A	# of Proj/Partic.: N/A	Cost per: N/A

Description: The American Center for International Labor Solidarity implements a series of exchanges to support democratic institutions and social processes to improve social justice and to strengthen human and trade union rights worldwide.

AMERICAN COUNCIL OF YOUNG POLITICAL LEADERS (ACYPL) (1971)

Program Length: 2 weeks

Avg. Cost per Day: \$510 (2015)

Geographic Reach: Argentina, Australia, Botswana, Brazil, China, Croatia, Hungary, India, Indonesia, Israel, Japan, Jordan, Malaysia, Morocco, Namibia, New Zealand, Palestinian Territories, Russia, Tunisia, Turkey and United Kingdom

Female/Male Split: 52%/48%

FY 2013 Actual: \$893,133	# of Proj/Partic.: 151	Cost per: \$5,915
FY 2014 Actual: \$893,113	# of Proj/Partic.: 151	Cost per: \$5,915
FY 2015 Actual: \$893,133	# of Proj/Partic.: 125	Cost per: \$7,145
FY 2016 Estimate: \$893,133	# of Proj/Partic.: 125	Cost per: \$7,145
FY 2017 Requested: N/A	# of Proj/Partic.: N/A	Cost per: N/A

Description: American Council of Young Political Leaders (ACYPL) sponsors approximately 25, two-week reciprocal study tours for delegations of seven to 12 American and foreign young political leaders to learn about each other's political systems and institutions.

INSTITUTE FOR REPRESENTATIVE GOVERNMENT (1988)

Program Length: 10 days

Avg. Cost per Day: \$1,626 (2015)

Geographic Reach: Columbia, El Salvador, Panama, Tunisia and Ukraine

Female/Male Split: 43%/57%

FY 2013 Actual: \$340,511	# of Proj/Partic.: 24	Cost per: \$14,188
FY 2014 Actual: \$340,511	# of Proj/Partic.: 21	Cost per: \$16,215
FY 2015 Actual: \$341,511	# of Proj/Partic.: 21	Cost per: \$16,262
FY 2016 Estimate: \$341,511	# of Proj/Partic.: 21	Cost per: \$16,262
FY 2017 Requested: N/A	# of Proj/Partic.: N/A	Cost per: N/A

Description: Institute for Representative Government sponsors legislators from around the world to travel to the U.S. on 10-day study tours to examine U.S. legislative practices at the federal and state levels.

PARTNERS OF THE AMERICAS (1962)

Program Length: 1-2 weeks

Avg. Cost per Day: \$437 (2015)

Geographic Reach: Argentina, Bolivia, Brazil, Chile, Colombia, Costa Rica, Ecuador, Honduras, Nicaragua, Panama, Paraguay, Peru, Uruguay and Venezuela

Female/Male Split: 47%/53%

FY 2013 Actual: \$367,110	# of Proj/Partic.: 60	Cost per: \$6,119
FY 2014 Actual: \$367,110	# of Proj/Partic.: 60	Cost per: \$6,119
FY 2015 Actual: \$367,110	# of Proj/Partic.: 60	Cost per: \$6,119
FY 2016 Estimate: \$367,110	# of Proj/Partic.: 60	Cost per: \$6,119
FY 2017 Requested: N/A		

Description: Partners of the Americas implements exchanges with Western Hemisphere countries to enhance mutual understanding through personal involvement and linkages of key volunteer specialists in fields such as citizen participation, judicial reform, public administration, promotion of minority and indigenous rights, journalism, environmental and historic conservation, education, economic development and trade and visual and performing arts.

SISTER CITIES INTERNATIONAL (LATE 1950S)

Program Length: Administrative grant (ongoing)

Avg. Cost per Day: N/A

FY 2013 Actual: \$400,285
FY 2014 Actual: \$400,285
FY 2015 Actual: \$400,285
FY 2016 Estimate: \$400,285
FY 2017 Requested: N/A

Description: This grant to Sister Cities International provides administrative support to promote closer connections between U.S. citizens and other countries through the activities of the 1,300 U.S. cities affiliated with more than 2,400 sister cities in 137 countries around the world.

SPORTS DIPLOMACY DIVISION

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FY 2013 Actual: \$5.400 million; **FY 2014 Actual:** \$3.776 million; **FY 2015 Actual:** \$5.540 million; **FY 2016 Planned:** 5.500 million; **FY 2017 Estimated:** N/A

The Sports Diplomacy Division, formerly known as SportsUnited, leverages the universal passion for sports to transcend linguistic and sociocultural differences and bring together people from different countries on sports exchange programs with foreign policy themes. Through Sports Diplomacy programs, ECA uses sports as the platform to address foreign policy priorities with new audiences worldwide. The exchanges are designed to show young people that the assets needed to succeed in sports—leadership, teamwork, and respect for diversity—are skills that translate in the classroom, workplace, and society. The Sports Diplomacy programs allow ECA to reach underserved communities with messages of inclusion, gender equality, disability rights, health and wellness, and environmentalism as well as create sports and professional opportunities for marginalized populations. The exchanges exposes foreign participants to American values while providing them with an opportunity to establish links with U.S. sports professionals and peers. In turn, Americans gain knowledge of foreign cultures, build relationships in the sports sectors overseas, and learn about the challenges facing young people, women, and people with disabilities overseas. The programs incorporate both short-term and month-long inbound exchange programs through the visitor and mentorship programs, short-term outbound exchanges through the envoy program, and two-way exchanges through our grant programs. Four sports programs define ECA's Sports Diplomacy work: the Sports Envoy program, the Sports Visitors program, the International Sports Programming Initiative (ISPI), and the two key components of the Global Sports Mentoring Program (GSMP): the espnW GSMP to empower women and the Sport for Community GSMP to empower people with disabilities.

EMPOWERING WOMEN AND GIRLS THROUGH SPORTS INITIATIVE (2012)

Program Length: Envoys: 4–14 days; Visitors: 12–14 days; Mentoring program with espnW: 1 month (in fiscal year 2015 two four-week programs)
Avg. Cost per Day: \$1,338 (2015)

Geographic Reach: Egypt, France, India, Indonesia, Jordan, Kenya, Kuwait, Mexico, New Zealand, Qatar and Vietnam

Female/Male Split: 71%/29%

FY 2013 Actual: \$1,200,000	# of Proj/Partic.: 95	Cost per: \$12,632
FY 2014 Actual: \$907,500	# of Proj/Partic.: 93	Cost per: \$9,758
FY 2015 Actual: \$1,030,000	# of Proj/Partic.: 35	Cost per: \$29,429
FY 2016 Estimate: \$1,030,000	# of Proj/Partic.: 50	Cost per: \$20,600
FY 2017 Requested: N/A	# of Proj/Partic.: N/A	Cost per: N/A

Description: The Empowering Women and Girls through Sports Initiative aims to inspire more women and girls to become involved in sports and experience the benefits of participation such as improved health, greater self-esteem and greater academic success. The initiative consists of three exchange components: sports visitor, sports envoy and sports mentorship. EspnW partners with SportsUnited on the mentorship component of the program, building off the successful models of the Fortune Most Powerful Women/State Department Global Mentoring Program and TechWomen. Additionally, ECA has convened key women in the American sports world such as athletes, coaches, managers and sports administrators to serve on the U.S. Department of State's Council on Empowering Women and Girls through Sports. The 17 council members serve as advocates, mentors and envoys for the initiative. Since 2012, more than 212 female youth athletes or coaches from more than 19 countries have come to the U.S. through the visitors program, 66 female emerging leaders from 44 different countries have been hosted through the Global Sports Mentoring Program and over 47 female U.S. athletes and coaches have provided workshops to over 26 countries. In fiscal year 2015, Sport for Community Global Sports Mentoring Program had 15 participants and Empowering Women and Girls GSMP had 16 participants. These two programs are merged under one cooperative agreement starting in fiscal year 2015.

GLOBAL SPORTS MENTORING PROGRAM (GSMP): ESPNW GSMP AND SPORT FOR COMMUNITY GSMP (2015)

Program Length: 5 weeks; **Avg. Cost per Day:** \$589 (2016)

Geographic Reach: Argentina, Benin, Belarus, Brazil, Ecuador, Ethiopia, Guatemala, Jordan, Kazakhstan, Korea, Kosovo, Nepal, Macedonia, Moldova, Mexico, New Zealand, Pakistan, Paraguay, Philippines, Russia, Sri Lanka, Uganda, and Ukraine

Female/Male Split: 70%/30%

FY 2016 Estimate: \$1,030,000	# of Proj/Partic.: 50	Cost per: \$20,600
FY 2017 Requested: N/A	# of Proj/Partic.: N/A	Cost per: N/A

Description: With continued commitment to gender-balanced youth exchanges, ECA re-designed the Empowering Women and Girls through Sports Initiative grant to build on the success of the longer-term espnW Global Sports Mentoring Program. Starting in 2016, ECA shifted its official programmatic pillars to create the Global Sports Mentoring Program (GSMP). The GSMP is comprised of the espnW GSMP to empower women and the Sport for Community GSMP to promote disability rights. Through the continued MOU with espnW and pro bono support of American sports organizations and companies, the Sports Diplomacy Division manages this annual espnW mentoring program, a five-week mentorship in the United States for international female emerging leaders in the sports sector. Working with top adaptive sports organizations, the Sports Diplomacy Division manages the annual Sports for Community mentoring program, a five-week mentorship in the United States for international male and female emerging leaders in the disability sports sector. All of the participants focus on an action plan—a business strategy designed during the exchange—that aims to provide sustainable sports and professional opportunities for underserved people in their respective communities. Mentors also benefit from the cultural exchange and enhanced global network.

INTERNATIONAL SPORTS PROGRAMMING INITIATIVE (2002)

Program Length: 2–3 weeks

Avg. Cost per Day: \$330 (2015)

Geographic Reach: Haiti, India, Kenya, Laos, Nepal, Nicaragua, Russia, Rwanda, Tanzania and Ukraine

Female/Male Split: N/A

FY 2013 Actual: \$2,224,000	# of Proj/Partic.: 303	Cost per: \$7,340
FY 2014 Actual: \$1,669,000	# of Proj/Partic.: 229	Cost per: \$7,288
FY 2015 Actual: \$1,814,163	# of Proj/Partic.: 323	Cost per: \$5,617
FY 2016 Estimate: \$2,100,000	# of Proj/Partic.: 448	Cost per: \$4,688
FY 2017 Requested: \$1,800,000	# of Proj/Partic.: N/A	Cost per: N/A

Description: International Sports Programming Initiative is an annual open grant competition through which ECA seeks proposals from public and private non-profit institutions that enhance and improve the infrastructure of youth sports programs. The programs focus on non-elite boys and girls and address the following themes: sport for social change, sport and disabilities, sport and health and sport and the environment. Since 2002, the State Department has awarded 113 International Sports Programming Initiative (ISPI) grants to U.S. non-profits to conduct programs in 10 countries around the world. There have been 862 Americans that have travelled overseas and 1,462 foreign participants that have travelled to the United States under ISPI.

SPORTS ENVOY PROGRAM (2005)

Program Length: 3–10 days

Avg. Cost per Day: \$6 (2015)

Geographic Reach: Benin, Bolivia, Botswana, Brazil, Bulgaria, Canada, Chile, Colombia, Fiji, Guatemala, Indonesia, Italy, Kazakhstan, Lithuania, Malaysia, Moldova, Morocco, Mozambique, New Zealand, Panama, Papua New Guinea, Philippines, Poland, Russia, Saudi Arabia, South Africa, Sri Lanka, Thailand and Venezuela

Female/Male Split: 51%/49%

FY 2013 Actual: \$298,276	# of Proj/Partic.: N/A*	Cost per: N/A*
FY 2014 Actual: \$575,106	# of Proj/Partic.: N/A*	Cost per: N/A*
FY 2015 Actual: \$630,000	# of Proj/Partic.: 15,750	Cost per: \$40
FY 2016 Estimate: \$630,000	# of Proj/Partic.: N/A	Cost per: N/A

Description: In collaboration with the U.S. national sports leagues and federations, along with the U.S. Olympic Committee, the Sports Diplomacy Division selects former or current professional athletes and coaches in various sports to serve as envoys or ambassadors of sport in overseas programs that include conducting clinics, visiting schools and speaking to youth. The American athletes and coaches conduct drills and team building activities, as well as engage the youth in a dialogue on the importance of an education, positive health practices and respect for diversity. Since 2005, ECA has sent approximately 300 U.S. athletes and coaches to over 80 countries.

*Reporting of data has changed from reporting the number of envoys to the number of participants. Past year participant data is not available.

SPORTS VISITOR PROGRAM (2003)

Program Length: 10–14 days

Avg. Cost per Day: \$203 (2015)

Geographic Reach: Australia, Belarus, Benin, Brazil, Burkina Faso, Cameroon, China, Colombia, Cote d'Ivoire, Croatia, Egypt, Georgia, Israel, Jordan, Lithuania, Maldives, Mali, Pakistan, Poland, Qatar, South Korea, South Sudan, Sri Lanka, Sudan, Tajikistan, Tanzania and Ukraine

Female/Male Split: N/A

FY 2013 Actual: \$1,230,000	# of Proj/Partic.: 115	Cost per: \$10,696
FY 2014 Actual: \$868,639	# of Proj/Partic.: 296	Cost per: \$2,935
FY 2015 Actual: \$630,000	# of Proj/Partic.: 259	Cost per: \$2,432
FY 2016 Estimate: \$1,200,000	# of Proj/Partic.: N/A	Cost per: N/A

Description: Through the Sports Visitor Program, U.S. embassies nominate non-elite youth athletes, managers and coaches to travel to the United States for training in the technical aspects of sports, sports management and conflict resolution, as well as exposure to U.S. sports contacts and organizations. When they return home, the visitors are encouraged to conduct in-country clinics for youth with their newly learned skills. Since 2003, the U.S. has brought more than 1,400 young athletes from more than 80 countries to the United States on the program.

YOUTH PROGRAMS DIVISION

FY 13 Actual: \$67.0 million; FY 14 Actual: \$67.3 million; FY 15 Actual: \$63.6 million; FY 16 Planned: \$66.9 million; FY 17 Requested: N/A

The Youth Programs Division focuses primarily on high-school youth aged 15–18 years old. In addition, it conducts one two-way exchange of young professionals with Germany, one exchange of U.S. vocational school graduates (aged 18–24) with Germany (both under the Congress-Bundestag Youth Exchange Program), and an Emerging Young Leaders Program for youth aged 16–24. High school exchange programs includes academic-year exchanges, six-week summer language exchanges for U.S. students, and year-round 3–4 week exchanges for American and foreign youth. The academic year programs cover 54 countries, and the short-term programs cover more than 140 countries. There are 13 youth programs, which range from \$8,000 to \$40,000 per participant.

Cooperative agreements with outside institutions provide cost-sharing in the recruitment and placement of students. The host families for academic year and short-term exchange students are volunteers. Host schools also provide enrollment for the students.

AMERICAN YOUTH LEADERSHIP PROGRAM (2011)

Program Length: 3–4 weeks

Avg. Cost per Day: \$405 (2015)

Geographic Reach: China, Cyprus, Ecuador, Ghana, Hong Kong and Thailand

Female/Male Split: 65%/35%

FY 2013 Actual: \$1,500,000	# of Proj/Partic.: 174	Cost per: \$8,621
FY 2014 Actual: \$1,235,000	# of Proj/Partic.: 127	Cost per: \$9,724
FY 2015 Actual: \$1,215,000	# of Proj/Partic.: 122	Cost per: \$9,959
FY 2016 Estimate: \$0	# of Proj/Partic.: N/A	Cost per: N/A

Description: The American Youth Leadership Program provides three-to-four week exchanges for groups of U.S. high school students and educators abroad. Fiscal years 2014 and 2015 projects were with Cyprus, China/Hong Kong, Ecuador, El Salvador, Ghana and Thailand. Future funding is still under review. The program was not funded in FY 2016.

AMERICAN-SERBIA AND MONTENEGRO YOUTH LEADERSHIP EXCHANGE (A-SMYLE) (2005)

Program has been merged into the FLEX program.

Program Length: Academic year

Avg. Cost per Day: \$78 (2015)

Geographic Reach: Montenegro and Serbia

Female/Male Split: 73%/27%

FY 2013 Actual: \$1,150,000	# of Proj/Partic.: 65	Cost per: \$17,692
FY 2014 Actual: \$1,150,000	# of Proj/Partic.: 53	Cost per: \$21,698
FY 2015 Actual: \$1,150,000	# of Proj/Partic.: 55	Cost per: \$20,909
FY 2016 Estimate: \$0	# of Proj/Partic.: N/A	Cost per: N/A

Description: The American-Serbia and Montenegro Youth Leadership Exchange (A-SMYLE) provides competitively awarded scholarships to secondary school students from Montenegro and Serbia to spend up to one academic year in the United States, where they live with American host families and attend high school, engage in activities to learn about American society and values and acquire leadership skills. As of fiscal year 2016, the A-SMYLE budget and participant numbers will have been merged into the FLEX program.

CONGRESS-BUNDESTAG YOUTH EXCHANGE (CBYX)—GERMANY (1983)

Program receives some foreign funding.

Program Length: Academic year

Avg. Cost per Day: \$21 (2015)

Geographic Reach: Germany and United States

Female/Male Split: 64%/36%

FY 2013 Actual: \$4,000,000	# of Proj/Partic.: 710	Cost per: \$5,634
FY 2014 Actual: \$4,000,000	# of Proj/Partic.: 710	Cost per: \$5,634
FY 2015 Actual: \$4,000,000	# of Proj/Partic.: 709	Cost per: \$5,642
FY 2016 Estimate: \$4,000,000	# of Proj/Partic.: 710	Cost per: \$5,634
FY 2017 Requested: N/A	# of Proj/Partic.: N/A	Cost per: N/A

Description: Congress-Bundestag Youth Exchange (CBYX)—Germany is jointly funded by the U.S. Congress and the German Bundestag and administered by the State Department and the Bundestag since 1983. The program focuses on German-American common values of democracy and seeks to convey lasting personal and institutional relationships through an academic year school and home-stay experience. German and American secondary school students live with host families, attend school and participate in community life. Two other components are dedicated to young (undergraduate) professionals and vocational school graduates to study and receive practical training.

EMERGING YOUNG LEADERS AWARD

Program Length: 3 weeks

Avg. Cost per Day: \$1,905 (2016)

Geographic Reach: Worldwide

Female/Male Split: 50%/50%

FY 2016 Estimate: \$400,000	# of Proj/Partic: 10	Cost per: \$40,000
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Description: The Emerging Young Leaders Award recognizes youth (16-24) around the world for their efforts to create positive social change in challenging conditions. This new initiative supports goals established at the 2015 White House Summit on Countering Violent Extremism by focusing on young people who have taken action against the root causes of extremism and have built awareness of extremist narratives through community engagement and community-led intervention. In the 2016 inaugural year, the Emerging Young Leaders Award program recognized ten remarkable young leaders from Afghanistan, Burma, France, Georgia, Honduras, Indonesia, Kenya, Malta, Palestinian Territories, and Tunisia in an awards ceremony at the Department of State and with an intensive program to strengthen their knowledge, abilities, and networks. The 2017 award program has been reduced in funding by 50% to reflect more accurately the interpretation costs needed for non-English speaker award recipients. The award ceremony is held in April.

FUTURE LEADERS EXCHANGE (FLEX) (1993)

Program Length: Academic year

Avg. Cost per Day: \$87 (2015)

Geographic Reach: Armenia, Azerbaijan, Estonia, Georgia, Kazakhstan, Kyrgyzstan, Latvia, Lithuania, Moldova, Montenegro, Poland, Romania, Serbia, Tajikistan, Turkmenistan, and Ukraine

Female/Male Split: 77%/23%

FY 2013 Actual: \$18,470,000	# of Proj/Partic.: 802	Cost per: \$23,030
FY 2014 Actual: \$18,470,000	# of Proj/Partic.: 768	Cost per: \$24,049
FY 2015 Actual: \$18,117,437	# of Proj/Partic.: 779	Cost per: \$23,257
FY 2016 Estimate: \$19,620,000	# of Proj/Partic.: 885	Cost per: \$22,169
FY 2017 Requested: N/A	# of Proj/Partic.: N/A	Cost per: N/A

Description: The Future Leaders Exchange (FLEX) sponsors competitively awarded scholarships for high school students from Europe and Central Asia to spend an academic year in the United States. Students live with host families, attend school, and engage in activities to learn about U.S. society and acquire leadership skills. Fiscal year 2016 FLEX countries were: Armenia, Azerbaijan, Georgia, Estonia, Kazakhstan, Kyrgyzstan, Latvia, Lithuania, Moldova, Montenegro, Poland, Romania, Serbia, Tajikistan, Turkmenistan and Ukraine. Belarus, Russia, and Uzbekistan no longer participate. The FLEX program includes an integrated component for students with disabilities as well as opportunities for competitive selection to attend workshops focused on civic education, social media activism and English pedagogy. The program also supports an alumni network, which includes 23,000 people. Recruitment and round-trip transportation account for approximately half of the per participant costs for the FLEX participants, while the remaining half is used for placement and monitoring costs while the students are in the United States.

GERMAN-AMERICAN PARTNERSHIP PROGRAM (GAPP)—GERMANY (1972)

Program receives some foreign funding.

Program Length: 3 weeks

Avg. Cost per Day: \$3 (2015)

Geographic Reach: Germany and United States

Female/Male Split: N/A

FY 2013 Actual: \$100,000	# of Proj/Partic.: 2,000	Cost per: \$50
FY 2014 Actual: \$100,000	# of Proj/Partic.: 2,000	Cost per: \$50
FY 2015 Actual: \$100,000	# of Proj/Partic.: 1,800	Cost per: \$56
FY 2016 Estimate: N/A	# of Proj/Partic.: N/A	Cost per: N/A

Description: The German-American Partnership Program (GAPP)—Germany provides limited financial support via grants for short-term linkages between American high schools and German secondary schools and departments. The German government provides the bulk of funding support. The program fosters the study of foreign languages and increases intercultural awareness and understanding among German and American youth through school-to-school linkages between American high schools and German departments and secondary schools with approximately 800 active partnerships. Each year, approximately 8,000 students and 1,000 teachers participate in exchanges throughout the United States and Germany. Each school exchange lasts approximately three weeks. The fiscal year 2015 grant covers the cost of subsidizing the airfares of approximately 1,800 German students whose schools participate in GAPP exchanges. The German government subsidizes airfare for the American students participating in GAPP.

KENNEDY-LUGAR YOUTH EXCHANGE AND STUDY (YES)—FOREIGN PARTICIPANTS (2002)

Program Length: Academic year

Avg. Cost per Day: \$104 (2015)

Geographic Reach: Albania, Bahrain, Bangladesh, Bosnia and Herzegovina, Bulgaria, Cameroon, Egypt, Ghana, India, Indonesia, Israel, Jordan, Kenya, Kosovo, Kuwait, Lebanon, Liberia, Libya, Macedonia, Malaysia, Mali, Morocco, Mozambique, Nigeria, Pakistan, Palestinian Territories, Philippines, Qatar, Saudi Arabia, Senegal, Sierra Leone, South Africa, Suriname, Tanzania, Thailand, Tunisia, Turkey and Yemen

Female/Male Split: 61%/39%

FY 2013 Actual: \$25,199,466	# of Proj/Partic.: 902	Cost per: \$27,937
FY 2014 Actual: \$24,974,674	# of Proj/Partic.: 904	Cost per: \$27,627
FY 2015 Actual: \$24,880,165	# of Proj/Partic.: 897	Cost per: \$27,737
FY 2016 Estimate: \$23,686,010	# of Proj/Partic.: 803	Cost per: \$29,497
FY 2017 Requested: N/A	# of Proj/Partic.: N/A	Cost per: N/A

Description: The Kennedy-Lugar Youth Exchange and Study (YES)—Foreign Participants awards full, merit-based scholarships for secondary school students from countries with significant Muslim populations to spend an academic year in the United States. Students live with host families, attend school and engage in community service and activities to learn about U.S. society and acquire leadership skills. The program also includes an integrated component for students with disabilities and opportunities for competitive selection to attend workshops focused on civic education, social media activism, and English pedagogy. Funding also supports the alumni network. (Note: Recruitment of YES students tends to be more costly than recruitment of FLEX, A-SMYLE or CBYX students because ECA must work with a variety of recruiting organizations because no single award recipient has a presence in each YES country.)

KENNEDY-LUGAR YOUTH EXCHANGE AND STUDY (YES) ABROAD—U.S. STUDENT (2009)

Program Length: 10 months

Avg. Cost per Day: \$49 (2015)

Geographic Reach: Bosnia and Herzegovina, Ghana, India, Indonesia, Macedonia, Malaysia, Morocco, Philippines, Senegal, Thailand and Turkey

Female/Male Split: 80%/20%

FY 2013 Actual: \$914,745	# of Proj/Partic.: 65	Cost per: \$14,073
FY 2014 Actual: \$914,745	# of Proj/Partic.: 65	Cost per: \$14,073
FY 2015 Actual: \$914,745	# of Proj/Partic.: 61	Cost per: \$14,996
FY 2016 Estimate: \$914,745	# of Proj/Partic.: 65	Cost per: \$14,073
FY 2017 Requested: N/A	# of Proj/Partic.: N/A	Cost per: N/A

Description: The Kennedy-Lugar Youth Exchange and Study (YES) Abroad—U.S. Student awards 65 full, merit-based scholarships to American high school students to study in approximately 12 countries that participate in the traditional YES program, which targets countries with significant Muslim populations.

NATIONAL SECURITY LANGUAGE INITIATIVE FOR YOUTH (NSLI-Y) (2006)

Program Length: 6–8 weeks to 10 months

Avg. Cost per Day: \$55 (2015)

Geographic Reach: China, Estonia, India, Jordan, Korea, Moldova, Morocco, Russia, Taiwan, Tajikistan and Turkey

Female/Male Split: 64%/36%

FY 2013 Actual: \$9,000,000	# of Proj/Partic.: 628	Cost per: \$14,331
FY 2014 Actual: \$9,000,000	# of Proj/Partic.: 620	Cost per: \$14,516
FY 2015 Actual: \$8,900,000	# of Proj/Partic.: 607	Cost per: \$14,662
FY 2016 Estimate: \$8,900,000	# of Proj/Partic.: 607	Cost per: \$14,662
FY 2017 Requested: N/A	# of Proj/Partic.: N/A	Cost per: N/A

Description: The National Security Language Initiative for Youth (NSLI-Y) awards full, merit-based scholarships to American high school students to study strategically important languages—Arabic, Chinese (Mandarin), Hindi, Korean, Persian (Tajiki), Russian and Turkish—in overseas intensive summer and academic-year programs. Programs provide formal and informal language learning environments and immerse participants in the cultural and political life of their host country. This program is part of the larger interagency National Security Language Initiative.

TECHGIRLS (2012)

Program Length: 3 weeks

Avg. Cost per Day: \$582 (2015)

Geographic Reach: Algeria, Egypt, Jordan, Lebanon, Morocco, Palestinian Territories, and Tunisia

Female/Male Split: 100%/0%

FY 2013 Actual: \$330,000	# of Proj/Partic.: 27	Cost per: \$12,222
FY 2014 Actual: \$330,000	# of Proj/Partic.: 27	Cost per: \$12,222
FY 2015 Actual: \$330,000	# of Proj/Partic.: 27	Cost per: \$12,222
FY 2016 Estimate: \$330,000	# of Proj/Partic.: 27	Cost per: \$12,222
FY 2017 Requested: N/A	# of Proj/Partic.: N/A	Cost per: N/A

Description: TechGirls offers secondary school girls (ages 15–17) from the Middle East and North Africa the opportunity to engage in an intensive, three-week exchange program in the United States focused on promoting the high-level study of technology. Exchange activities include a technology camp with American peers, site visits with technology companies, job shadowing, community service activities and home hospitality arrangements. Eligible countries include Algeria, Egypt, Jordan, Lebanon, Morocco, Palestinian Territories and Tunisia. Due to the current security situation, Libya and Yemen have not been able to participate in the program over the past two years.

YOUTH AMBASSADORS (2002)

Program Length: 3 weeks

Avg. Cost per Day: \$357 (2015)

Geographic Reach: Argentina, Bahamas, Barbados, Belize, Bolivia, Brazil, Canada, Chile, Columbia, Costa Rica, Dominican Republic, Ecuador, El Salvador, Guatemala, Guyana, Haiti, Honduras, Jamaica, Nicaragua, Panama, Paraguay, Peru, Suriname, Trinidad and Tobago, United States, Uruguay and Venezuela

Female/Male Split: 49%/51%

FY 2013 Actual: \$2,780,000	# of Proj/Partic.: 391	Cost per: \$7,110
FY 2014 Actual: \$3,025,000	# of Proj/Partic.: 426	Cost per: \$7,101
FY 2015 Actual: \$3,025,000	# of Proj/Partic.: 404	Cost per: \$7,488
FY 2016 Estimate: \$3,025,000	# of Proj/Partic.: 404	Cost per: \$7,488
FY 2017 Requested: N/A	# of Proj/Partic.: N/A	Cost per: N/A

Description: Youth Ambassadors brings together youth and adult mentors from 26 countries in the Western Hemisphere on one-way and reciprocal exchanges. In Mexico, the program is called “Jóvenes en Acción.” The program focuses on civic education, community service and youth leadership development, along with sub-themes such as entrepreneurship and environmental protection. The three-week exchanges include workshops, home-stays and cultural activities. Students return to their home communities and engage in community service projects. ECA took over funding the program in 2009.

YOUTH LEADERSHIP ON-DEMAND (2011)

Program Length: 3 weeks

Avg. Cost per Day: \$381 (2015)

Geographic Reach: Varies depending on need.

Female/Male Split: 62%/38%

FY 2013 Actual: \$835,000	# of Proj/Partic.: 104	Cost per: \$8,029
FY 2015 Actual: \$400,000	# of Proj/Partic.: 50	Cost per: \$8,000
FY 2017 Requested: N/A	# of Proj/Partic.: N/A	Cost per: N/A

Description: Youth Leadership On-demand provides high school students and adult educators from countries identified as department priorities the opportunity to explore civic education, youth leadership development and community service in the United States. Countries change by areas deemed to be the most urgent, critical national security interests. In fiscal year 2013, five programs were implemented by two grantees. The program was not funded in fiscal year 2014, but was funded again in fiscal years 2015 and 2016.

YOUTH LEADERSHIP PROGRAMS (1999)

Program Length: 3–4 weeks

Avg. Cost per Day: \$401 (2015)

Geographic Reach: Albania, Algeria, Angola, Armenia, Austria, Azerbaijan, Belarus, Belgium, Benin, Bosnia and Herzegovina, Botswana, Brunei, Bulgaria, Burma, Burundi, Cambodia, Cameroon, Chad, Cote d'Ivoire, Croatia, Cyprus, Czech Republic, Democratic Republic of the Congo, Denmark, Egypt, Estonia, Finland, France, Georgia, Germany, Ghana, Greece, Honduras, Hungary, Iceland, Indonesia, Iraq, Italy, Jordan, Kenya, Laos, Latvia, Lebanon, Liberia, Libya, Lithuania, Luxembourg, Macedonia, Madagascar, Malaysia, Mali, Malta, Mauritania, Mauritius, Moldova, Montenegro, Morocco, Netherlands, Niger, Nigeria, Norway, Philippines, Poland, Portugal, Romania, Russia, Rwanda, Serbia, Sierra Leone, Singapore, Slovak Republic, Slovenia, South Africa, Spain, Swaziland, Sweden, Switzerland, Tanzania, Thailand, Togo, Tunisia, Turkey, Uganda, Ukraine, United Kingdom, United States, Vietnam, Zambia and Zimbabwe

Female/Male Split: 40%/60%

FY 2013 Actual: \$5,700,000	# of Proj/Partic.: 570	Cost per: \$10,000
FY 2014 Actual: \$4,825,000	# of Proj/Partic.: 515	Cost per: \$9,369
FY 2015 Actual: \$4,790,000	# of Proj/Partic.: 487	Cost per: \$9,836
FY 2016 Estimate: \$4,790,000	# of Proj/Partic.: 487	Cost per: \$9,836
FY 2017 Requested: N/A	# of Proj/Partic.: N/A	Cost per: N/A

Description: The collection of programs under the Youth Leadership Program umbrella offers one-way and reciprocal exchanges for groups of high school students and educators in single-country and regional projects from almost 90 countries in Europe, Asia, the Middle East and Africa. Through three to four weeks of workshops, site visits, school visits, home-stays and cultural activities with their peers, participants gain knowledge and skills related to leadership, civic responsibility and activism, community service and global issues.

OFFICE OF ENGLISH LANGUAGE PROGRAMS

E-TEACHER SCHOLARSHIP PROGRAM (2004)

Program Length: 1 year

Avg. Cost per Day: \$4 (2015)

Geographic Reach: Afghanistan, Albania, Algeria, Angola, Argentina, Armenia, Austria, Azerbaijan, Bahrain, Bangladesh, Belarus, Belgium, Benin, Bhutan, Bolivia, Bosnia and Herzegovina, Botswana, Brazil, Brunei, Bulgaria, Burkina Faso, Burma, Burundi, Cambodia, Cameroon, Cape Verde, Central African Republic, Chad, Chile, China, Colombia, Comoros, Congo, Costa Rica, Cote D'Ivoire, Croatia, Cuba, Cyprus, Czech Republic, Democratic Republic of Congo, Denmark, Djibouti, Dominican Republic, Ecuador, Egypt, El Salvador, Equatorial Guinea, Eritrea, Estonia, Ethiopia, Fiji, Finland, France, Gabon, Gambia, Georgia, Germany, Ghana, Greece, Guatemala, Guinea, Guinea-Bissau, Haiti, Honduras, Hungary, India, Indonesia, Iran, Iraq, Israel, Italy, Japan, Jordan, Kazakhstan, Kenya, Korea, Kosovo, Kuwait, Kyrgyzstan, Laos, Latvia, Lebanon, Lesotho, Liberia, Libya, Lithuania, Luxembourg, Macedonia, Madagascar, Malawi, Malaysia, Maldives, Mali, Marshall Islands, Mauritania, Mauritius, Mexico, Micronesia, Moldova, Mongolia, Montenegro, Morocco, Mozambique, Namibia, Nepal, Netherlands, Nicaragua, Niger, Nigeria (Abuja), Nigeria (Lagos), Oman, Pakistan, Palau, Palestinian Territories, Panama, Paraguay, Peru, Philippines, Poland, Portugal, Qatar, Romania, Russia, Rwanda, Samoa, Sao Tome and Principe, Saudi Arabia, Senegal, Serbia, Seychelles, Sierra Leone, Singapore, Slovakia, Slovenia, South Africa, South Sudan, Spain, Sri Lanka, Sudan, Suriname, Swaziland, Sweden, Syria, Taiwan, Tajikistan, Tanzania, Thailand, Togo, Tunisia, Turkey, Turkmenistan, Uganda, Ukraine, United Arab Emirates, Uruguay, Uzbekistan, Venezuela, Vietnam, Yemen, Zambia and Zimbabwe

Female/Male Split: 67%/33%

FY 2013 Actual: \$1,599,600	# of Proj/Partic.: 1,200	Cost per: \$1,333
FY 2014 Actual: \$1,775,004	# of Proj/Partic.: 1,356	Cost per: \$1,309
FY 2015 Actual: \$1,800,000	# of Proj/Partic.: 1,383	Cost per: \$1,302
FY 2016 Estimate: \$2,500,000	# of Proj/Partic.: 1,800	Cost per: \$1,389
FY 2017 Requested: \$2,500,000	# of Proj/Partic.: N/A	Cost per: N/A

Description: The E-Teacher Scholarship Program provides graduate-level distance education courses conducted by a U.S. university grantee (currently the University of Oregon) for foreign English language teachers nominated by U.S. embassies. The program is designed to improve the quality of overseas English language teaching through the use of innovative distance learning technology. In the last 10 years, there have been participants from 125 countries.

ENGLISH ACCESS MICROSCHOLARSHIP PROGRAM (2004)

Program Length: 2 years*

Avg. Cost per Day: \$2 (2015)

Avg. Cost per Hour of Instruction: \$4.44 (2015)

Geographic Reach: Afghanistan, Algeria, Argentina, Armenia, Azerbaijan, Bahrain, Bangladesh, Belarus, Belgium, Benin, Bolivia, Bosnia and Herzegovina, Botswana, Brazil, Burkina Faso, Burundi, Cambodia, Cameroon, Chad, Chile, China, Colombia, Congo, Costa Rica, Cote D'Ivoire, Democratic Republic of Congo, Dominican Republic, Ecuador, Egypt, El Salvador, Estonia, Ethiopia, France, Georgia, Germany, Guatemala, Honduras, India, Indonesia, Iraq, Israel, Jordan, Kenya, Kosovo, Kuwait, Lebanon, Macedonia, Madagascar, Malaysia, Mali, Mauritania, Mexico, Moldova, Mongolia, Montenegro, Morocco, Nepal, Nicaragua, Niger, Pakistan, Palestinian Territories, Panama, Paraguay, Peru, Philippines, Romania, Russia, Rwanda, Senegal, Serbia, South Africa, Spain, Sri Lanka, Tanzania, Thailand, Timor-Leste, Togo, Turkey, Ukraine, Uruguay, Venezuela, Vietnam, Yemen and Zimbabwe

Female/Male Split: N/A

FY 2013 Actual: \$26,784,000	# of Proj/Partic.: 18,000	Cost per: \$1,488
FY 2014 Actual: \$24,690,000	# of Proj/Partic.: 15,000	Cost per: \$1,646
FY 2015 Actual: \$23,970,669	# of Proj/Partic.: 15,000	Cost per: \$1,598
FY 2016 Estimate: \$24,970,510	# of Proj/Partic.: 15,000	Cost per: \$1,665
FY 2017 Requested: \$24,000,000	# of Proj/Partic.: N/A	Cost per: N/A

Description: The English Access Microscholarship Program exists in over 80 countries to build English language skills for students age 13–20 from disadvantaged sectors of society through after-school classes and intensive summer learning activities. The program began in Morocco in 2004 and country participation is determined each year by the Office of English Language Programs in coordination with the regional bureaus, posts and the Regional English Language Officers (RELOs) to address strategic priorities. *Average cost per instruction hour of \$4.44 is also provided for English Access as classes may be anywhere from once a week to three times a week.

ENGLISH LANGUAGE FELLOWS AND SPECIALISTS (1969 AND 1980)

Program receives some foreign funding.

Program Length: 10 months and 2 weeks to 4 months

Avg. Cost per Day: \$225 (2015)

Geographic Reach: Afghanistan, Algeria, Argentina, Armenia, Azerbaijan, Bahrain, Bangladesh, Belarus, Belgium, Benin, Bolivia, Bosnia and Herzegovina, Botswana, Brazil, Burkina Faso, Burundi, Cambodia, Cameroon, Chad, Chile, China, Colombia, Congo, Costa Rica, Cote D'Ivoire, Democratic Republic of Congo, Dominican Republic, Ecuador, Egypt, El Salvador, Estonia, Ethiopia, France, Georgia, Germany, Guatemala, Honduras, India, Indonesia, Iraq, Israel, Jordan, Kenya, Kosovo, Kuwait, Lebanon, Macedonia, Madagascar, Malaysia, Mali, Mauritania, Mexico, Moldova, Mongolia, Montenegro, Morocco, Nepal, Nicaragua, Niger, Pakistan, Palestinian Territories, Panama, Paraguay, Peru, Philippines, Romania, Russia, Rwanda, Senegal, Serbia, South Africa, Spain, Sri Lanka, Tanzania, Thailand, Timor-Leste, Togo, Turkey, Ukraine, Uruguay, Venezuela, Vietnam, Yemen and Zimbabwe

Female/Male Split: 69%/31%

FY 2013 Actual: \$8,199,900	# of Proj/Partic.: 180	Cost per: \$45,555
FY 2014 Actual: \$10,000,000	# of Proj/Partic.: 250	Cost per: \$40,000
FY 2015 Actual: \$10,000,000	# of Proj/Partic.: 250	Cost per: \$40,000
FY 2016 Estimate: \$10,500,000	# of Proj/Partic.: 250	Cost per: \$42,000
FY 2017 Requested: N/A	# of Proj/Partic.: N/A	Cost per: N/A

Description: English Language Fellows supports American English language teaching professionals to participate as fellows in 10-month programs at host country universities, ministries of education and other institutions. English Language Fellows share their expertise and strengthen English teaching capabilities in their community. English Language Specialists are U.S. academics who support U.S. embassy priorities through targeted two-week to four-month projects abroad. Topics may include curriculum design and evaluation, teacher training, textbook development or programs to support English for specific purposes. The budget also includes the cost of ECA's participation in the annual TESOL International conference and the American English Webinar Series, online professional development sessions for English teachers worldwide delivered via webinar.

ENGLISH LANGUAGE TEACHING MATERIALS (1962)

Program Length: N/A

Avg. Cost per Day: N/A

Geographic Reach: N/A

Female/Male Split: N/A

FY 2013 Actual: \$770,000
FY 2014 Actual: \$776,000
FY 2015 Actual: \$785,000
FY 2016 Estimate: \$758,000
FY 2017 Requested: N/A

Description: English language materials for teachers and learners are available in multiple formats: print, video, audio, mobile app and online. Publication of the English Teaching Forum publication began in 1962.

OFFICE OF GLOBAL EDUCATIONAL PROGRAMS

BENJAMIN A. GILMAN INTERNATIONAL SCHOLARSHIP PROGRAM (2001)

Program Length: 2 weeks, 4 weeks and 1 academic year

Avg. Cost per Day: \$58 (2015)

Geographic Reach: Albania, Argentina, Australia, Austria, Bangladesh, Barbados, Belgium, Belize, Bhutan, Bolivia, Botswana, Brazil, Cambodia, Canada, Chile, China, Costa Rica, Croatia, Cyprus, Czech Republic, Denmark, Dominican Republic, Ecuador, Egypt, Equatorial Guinea, Ethiopia, Fiji, Finland, France, Gambia, Germany, Ghana, Greece, Guatemala, Guyana, Hong Kong, Hungary, Iceland, India, Indonesia, Ireland, Italy, Jamaica, Japan, Jordan, Kazakhstan, Kyrgyzstan, Latvia, Madagascar, Malta, Mexico, Mongolia, Morocco, Namibia, Nepal, Netherlands, New Zealand, Nicaragua, Norway, Oman, Palau, Panama, Paraguay, Peru, Poland, Portugal, Romania, Russia, Rwanda, Senegal, Serbia, Singapore, Slovenia, South Africa, South Korea, Spain, St. Lucia, Swaziland, Sweden, Switzerland, Taiwan, Tajikistan, Tanzania, Thailand, Trinidad and Tobago, Turkey, Uganda, United Arab Emirates, United Kingdom, Uruguay, Vietnam and Zambia

Female/Male Split: 69%/31%

FY 2013 Actual: \$12,100,000	# of Proj/Partic.: 2,700	Cost per: \$4,481
FY 2014 Actual: \$12,415,530	# of Proj/Partic.: 2,785	Cost per: \$4,458
FY 2015 Actual: \$12,500,000	# of Proj/Partic.: 1,663	Cost per: \$7,517
FY 2016 Estimate: \$12,500,000	# of Proj/Partic.: 2,850	Cost per: \$4,386
FY 2017 Requested: N/A	# of Proj/Partic.: N/A	Cost per: N/A

Description: The Benjamin A. Gilman International Scholarship Program provides scholarships to U.S. undergraduates with financial need for study abroad, including students from diverse ethnic backgrounds and students going to non-traditional study abroad destinations. Since 2001, it has awarded over 17,000 scholarships to U.S. undergraduate students representing more than 1,180 colleges and universities from all 50 states, the District of Columbia and Puerto Rico, for study in 140 countries around the world.

COMMUNITY COLLEGE ADMINISTRATOR PROGRAM (2013)

Program Length: 6 weeks

Avg. Cost per Day: \$456 (2015)

Geographic Reach: India, Indonesia and Pakistan

Female/Male Split: 33%/67%

FY 2013 Actual: \$500,000	# of Proj/Partic.: 20	Cost per: \$25,000
FY 2014 Actual: \$2,720,000	# of Proj/Partic.: 120	Cost per: \$22,667
FY 2015 Actual: \$460,000	# of Proj/Partic.: 24	Cost per: \$19,167
FY 2016 Estimate: \$1,004,000	# of Proj/Partic.: 50	Cost per: \$20,080
FY 2017 Requested: N/A	# of Proj/Partic.: N/A	Cost per: N/A

Description: The Community College Administrator Program provides professional development opportunities to foreign administrators from technical, vocational or community colleges and Ministry officials through a short-term exchange program to the United States. It began as a pilot initiative for Indonesian officials, teachers and administrators to develop a system of community colleges in Indonesia similar to those in the United States. In fiscal year 2014, awards began including participants from select countries from around the world.

COMMUNITY COLLEGE INITIATIVE PROGRAM (2007)

Program Length: Year-long

Avg. Cost per Day: \$110 (2015)

Geographic Reach: Bangladesh, Brazil, Colombia, Cote d'Ivoire, Egypt, Ghana, India, Indonesia, Kenya, Pakistan, South Africa, Turkey and Yemen

Female/Male Split: 43%/57%

FY 2013 Actual: \$7,449,930	# of Proj/Partic.: 183	Cost per: \$40,710
FY 2014 Actual: \$5,900,000	# of Proj/Partic.: 226	Cost per: \$26,106
FY 2015 Actual: \$9,487,000	# of Proj/Partic.: 242	Cost per: \$39,202
FY 2016 Estimate: \$5,200,000	# of Proj/Partic.: N/A	Cost per: N/A
FY 2017 Requested: N/A	# of Proj/Partic.: N/A	Cost per: N/A

Description: The Community College Initiative Program provides foreign participants from underserved regions and underrepresented groups with a one-year, non-degree academic program at a U.S. community college. The program is intended to build participants' technical skills in applied fields, enhance their leadership capabilities and strengthen their English language proficiency. The program also provides opportunities for professional internships, service learning and community engagement activities. Fiscal year 2015 ECA budget (ECE) and Economic Support Funds (ESF) funding were used. ECE funding was approximately \$6.187 million and ESF funding was approximately \$3.300 million.

CRITICAL LANGUAGE SCHOLARSHIP (CLS) PROGRAM (2006)

Program Length: 8–10 weeks

Avg. Cost per Day: \$257 (2015)

Geographic Reach: Azerbaijan, Bangladesh, China, India, Indonesia, Japan, Jordan, Korea, Morocco, Oman, Russia, Tajikistan and Turkey

Female/Male Split: 61%/39%

FY 2013 Actual: \$9,000,000	# of Proj/Partic.: 597	Cost per: \$15,075
FY 2014 Actual: \$9,000,000	# of Proj/Partic.: 550	Cost per: \$16,364
FY 2015 Actual: \$9,000,000	# of Proj/Partic.: 550	Cost per: \$16,364
FY 2016 Estimate: \$9,000,000	# of Proj/Partic.: 555	Cost per: \$16,216
FY 2017 Requested: N/A	# of Proj/Partic.: N/A	Cost per: N/A

Description: The Critical Language Scholarship (CLS) Program provides academic instruction and structured cultural activities to increase language fluency and cultural competency for U.S. undergraduate and graduate students. Awards are offered for the study of Arabic, Azerbaijani, Bangla, Chinese, Hindi, Indonesian, Japanese, Korean, Persian, Russian, Turkish and Urdu in countries where these languages are widely spoken. The eight-to-10 week intensive summer institutes are part of a U.S. government inter-agency effort to expand dramatically the number of Americans studying and mastering critical-need foreign languages.

EDUCATIONUSA (1998)

Program Length: Ongoing

Avg. Cost per Day: N/A

Geographic Reach: 177 Countries

Female/Male Split: N/A

FY 2013 Actual: \$11,648,000	# of Proj/Partic.: 3,195,781	Cost per: \$4
FY 2014 Actual: \$12,241,000	# of Proj/Partic.: 3,600,000	Cost per: \$3
FY 2015 Actual: \$12,241,000	# of Proj/Partic.: 4,000,000	Cost per: \$3
FY 2016 Estimate: \$12,541,000	# of Proj/Partic.: N/A	Cost per: N/A
FY 2017 Requested: N/A	# of Proj/Partic.: N/A	Cost per: N/A

Description: EducationUSA is a global network of advising centers that operate within a wide variety of host institutions abroad including U.S. embassies and consulates; Fulbright commissions; American Spaces including binational centers; U.S. non-profit organizations; and local institutions such as universities, libraries and non-profit organizations. EducationUSA advisers are trained with support from ECA and Regional Educational Advising Coordinators (REACs). They promote U.S. higher education and provide international students and scholars with accurate, comprehensive and current information about academic study in the United States, application procedures, testing requirements, student visas, financial aid and the full range of accredited U.S. higher education institutions. EducationUSA staff work with U.S. higher education professionals to promote international student recruitment and study abroad. EducationUSA also administers the grant for Open Doors, an annual census of international students and scholars in the United States and

of U.S. students studying abroad. In selected countries, ECA administers the Opportunity Funds program through the EducationUSA advising network to assist highly qualified, economically disadvantaged students with the up-front costs of applying to U.S. colleges and universities. In 2015, EducationUSA centers advised over one and a half million youth in-person or through digital outreach activities.

EDUCATIONUSA LEADERSHIP INSTITUTES (2015)

Program Length: 2 weeks

Avg. Cost per Day: \$417 (2015)

Geographic Reach: Bangladesh, Bolivia, Botswana, Brazil, China, Colombia, Ecuador, Egypt, Ethiopia, Georgia, Ghana, India, Indonesia, Iraq, Jamaica, Japan, Kazakhstan, Kuwait, Malaysia, Mexico, Morocco, Nigeria, Pakistan, Peru, Philippines, Russia, Saudi Arabia, South Africa, Tanzania, Thailand, Tunisia, Turkey, Ukraine, United Arab Emirates and Vietnam

Female/Male Split: 49%/51%

FY 2015 Actual: \$500,000

of Proj/Partic.: 80

Cost per: \$6,250

FY 2016 Estimate: N/A

of Proj/Partic.: N/A

Cost per: N/A

FY 2017 Requested: N/A

of Proj/Partic.: N/A

Cost per: N/A

Description: The EducationUSA Leadership Institutes provide a unique opportunity for representatives from participating countries to increase their understanding of U.S. higher education, enhance their expertise on specific topics in the field and help them develop the tools to build capacity within their own education systems while engaging with the U.S. higher education sector in effective, sustained ways to promote international student mobility to the United States. The institutes also contribute to capacity building among U.S. educational institutions and associations to collaborate with foreign counterparts. Since its inception in 2015, EducationUSA has welcomed 124 government officials and higher education administrators from 35 countries to the United States to participate in leadership institutes focused on U.S. graduate education, quality assurance and accreditation, higher education and industry/private-sector linkages and campus internationalization.

FULBRIGHT DISTINGUISHED AWARDS IN TEACHING PROGRAM (2009)

Program receives some foreign funding.

Program Length: Academic semester

Avg. Cost per Day: \$301 (2015)

Geographic Reach: Botswana, Chile, Finland, India, Israel, Mexico, Morocco, Netherlands, New Zealand, Singapore, South Korea, Taiwan, United Kingdom, United States and Vietnam

Female/Male Split: 81%/19%

FY 2013 Actual: \$1,720,736

of Proj/Partic.: 32

Cost per: \$53,773

FY 2014 Actual: \$2,282,418

of Proj/Partic.: 54

Cost per: \$42,267

FY 2015 Actual: \$2,168,775

of Proj/Partic.: 54

Cost per: \$40,163

FY 2016 Estimate: \$2,321,375

of Proj/Partic.: 56

Cost per: \$41,453

FY 2017 Requested: N/A

of Proj/Partic.: N/A

Cost per: N/A

Description: The Fulbright Distinguished Awards in Teaching Program brings international teachers to the United States and sends U.S. teachers abroad for a semester. Based at university-level schools of education in the host country, participants complete individual inquiry projects, take courses for professional development and lead master classes and seminars for teachers and students at the host university and/or local schools.

HUBERT H. HUMPHREY FELLOWSHIP PROGRAM (1978)

Program Length: Year-long

Avg. Cost per Day: \$212 (2015)

Geographic Reach: Afghanistan, Algeria, Argentina, Armenia, Azerbaijan, Bahrain, Bangladesh, Belarus, Belize, Benin,

Bhutan, Bolivia, Bosnia, Brazil, Bulgaria, Burkina Faso, Burma, Cabo Verde, Cambodia, Cameroon, Chile, China, Colombia, Congo (Brazzaville), Democratic Republic of Congo, Ecuador, Egypt, El Salvador, Ethiopia, Gabon, Georgia, Guatemala, Haiti, Honduras, India, Indonesia, Iran, Israel, Ivory Coast, Kazakhstan, Kosovo, Kyrgyzstan, Laos, Latvia, Lebanon, Liberia, Madagascar, Malaysia, Maldives, Mali, Mauritania, Mauritius, Mexico, Moldova, Mongolia, Montenegro, Morocco, Mozambique, Nepal, Nigeria, Pakistan, Palestinian Territories, Panama, Papua New Guinea, Peru, Philippines, Romania, Russia, Senegal, Serbia, Sierra Leone, Slovakia, South Africa, South Sudan, Sudan, Swaziland, Tajikistan, Togo, Trinidad and Tobago, Tunisia, Turkey, Turkmenistan, Uganda, Ukraine, Uruguay, Uzbekistan, Yemen, Zambia and Zimbabwe

Female/Male Split: 49%/51%

FY 2013 Actual: \$11,549,853	# of Proj/Partic.: 171	Cost per: \$67,543
FY 2014 Actual: \$10,999,932	# of Proj/Partic.: 146	Cost per: \$75,342
FY 2015 Actual: \$11,000,000	# of Proj/Partic.: 146	Cost per: \$75,342
FY 2016 Estimate: \$11,000,000	# of Proj/Partic.: 146	Cost per: \$75,342
FY 2017 Requested: N/A	# of Proj/Partic.: N/A	Cost per: N/A

Description: Launched in 1978, the Humphrey Program, a Fulbright activity, brings professionals from developing and transitioning countries to the United States for one-year, non-degree programs on U.S. university campuses that combine graduate-level academic work with substantive professional affiliations.

INTERNATIONAL LEADERS IN EDUCATION PROGRAM (ILEP) (2006)

Program Length: Academic semester

Avg. Cost per Day: \$234 (2015)

Geographic Reach: Bangladesh, Brazil, Egypt, Ghana, India, Indonesia, Kenya, Malaysia, Mexico, Morocco, Philippines, Senegal, Tanzania and Uganda

Female/Male Split: 45%/55%

FY 2013 Actual: \$2,122,368	# of Proj/Partic.: 64	Cost per: \$33,162
FY 2014 Actual: \$2,153,472	# of Proj/Partic.: 64	Cost per: \$33,648
FY 2015 Actual: \$2,092,992	# of Proj/Partic.: 67	Cost per: \$31,239
FY 2016 Estimate: \$2,051,126	# of Proj/Partic.: 64	Cost per: \$32,049
FY 2017 Requested: N/A	# of Proj/Partic.: N/A	Cost per: N/A

Description: The International Leaders in Education Program (ILEP) brings international teachers from selected countries in multiple world regions to the United States for one semester of university-based graduate-level coursework including new teaching methods and technology training, combined with classroom-based internships and observation.

STUDY ABROAD CAPACITY BUILDING (2008)

Program Length: N/A

Avg. Cost per Day: N/A

Geographic Reach:

Female/Male Split: %/%

FY 2013 Actual: \$0
FY 2014 Actual: \$1,390,000
FY 2015 Actual: \$0
FY 2016 Estimate: \$800,000
FY 2017 Requested: N/A

Description: Study Abroad Capacity Building awards U.S. institutions grants to help develop new study abroad programs and opportunities. A previous iteration was funded for three years under the budget line, “One Time Congressional Grants Competition,” which no longer exists.

TEACHING EXCELLENCE AND ACHIEVEMENT PROGRAM (TEA) (1996)

Program Length: 6 weeks

Avg. Cost per Day: \$496 (2015)

Geographic Reach: Algeria, Argentina, Armenia, Azerbaijan, Bangladesh, Belarus, Bolivia, Burkina Faso, Cambodia, Cameroon, Chile, Colombia, Costa Rica, Cote d'Ivoire, Dominican Republic, Ecuador, Egypt, El Salvador, Georgia, Ghana, Guatemala, Haiti, Honduras, India, Jordan, Kazakhstan, Kyrgyzstan, Latvia, Mali, Moldova, Mozambique, Nepal, Nicaragua, Niger, Nigeria, Panama, Peru, Russia, Rwanda, Senegal, South Africa, Sudan, Tajikistan, Thailand, Tunisia, Turkey, Turkmenistan, Ukraine, Uzbekistan, Venezuela, Vietnam, West Bank/Gaza, Zambia and Zimbabwe

Female/Male Split: 56%/44%

FY 2013 Actual: \$3,206,160	# of Proj/Partic.: 146	Cost per: \$21,960
FY 2014 Actual: \$3,227,250	# of Proj/Partic.: 150	Cost per: \$21,515
FY 2015 Actual: \$3,335,460	# of Proj/Partic.: 160	Cost per: \$20,847
FY 2016 Estimate: \$3,335,460	# of Proj/Partic.: 160	Cost per: \$20,847

Description: The Teaching Excellence and Achievement Program (TEA) brings international educators from selected countries in multiple world regions to the United States for six weeks of university-based specialized seminars in teaching methods and technology, in combination with classroom-based internships and observation.

TEACHER EXCHANGE PROGRAMS (1996)

Program receives some foreign funding.

Program Length: 6-Weeks to Academic Year

Avg. Cost per Day: \$181 (2014)

Geographic Reach: N/A

Female/Male Split: N/A

FY 2013 Actual: \$12,100,000	# of Proj/Partic.: 407	Cost per: \$29,730
FY 2014 Actual: \$10,600,000	# of Proj/Partic.: 370	Cost per: \$28,649
FY 2015 Actual: \$9,000,000	# of Proj/Partic.: N/A	Cost per: N/A
FY 2016 Estimate: N/A	# of Proj/Partic.: N/A	Cost per: N/A

Description: Teacher Exchange programs range from six-week to one academic year exchanges and are focused on professional development and internationalizing the field of teaching. Teachers augment their teaching and leadership skills and develop action plans to implement what they have learned on the exchange in their home schools and communities. There is an online network for returned alumni. The first program began in 1996; two of the programs started in 2006; and two others in 2009–2010. The average cost per participant in fiscal year 2014 was \$28,649 with a range in cost by program from \$21,150 to \$56,591.

TEACHERS FOR GLOBAL CLASSROOMS PROGRAM (2010)

Program Length: 6-7 weeks

Avg. Cost per Day: \$473 (2015)

Geographic Reach: Colombia, Georgia, India, Morocco, Philippines, Senegal and United States

Female/Male Split: 76%/24%

FY 2013 Actual: \$1,591,128	# of Proj/Partic.: 72	Cost per: \$22,099
FY 2014 Actual: \$1,691,920	# of Proj/Partic.: 80	Cost per: \$21,149
FY 2015 Actual: \$1,763,038	# of Proj/Partic.: 82	Cost per: \$21,500
FY 2016 Estimate: \$1,643,038	# of Proj/Partic.: 76	Cost per: \$21,619
FY 2017 Requested: N/A		

Description: The Teachers for Global Classrooms Program provides an international professional development opportunity for U.S. secondary teachers who aim to globalize teaching and learning in their U.S. classrooms and schools. Selected teachers complete a semester-long online course and workshop prior to their departure, spend two to three weeks in groups job-shadowing an international teacher in one of six host countries, and develop action plans to implement what they learned on their experience abroad in their home schools and communities.

TEACHERS OF CRITICAL LANGUAGES PROGRAM (2006)

Program Length: 10 months

Avg. Cost per Day: \$204 (2015)

Geographic Reach: China and Egypt

Female/Male Split: 70%/30%

FY 2013 Actual: \$1,062,398	# of Proj/Partic.: 17	Cost per: \$62,494
FY 2014 Actual: \$1,245,002	# of Proj/Partic.: 22	Cost per: \$56,591
FY 2015 Actual: \$1,250,000	# of Proj/Partic.: 23	Cost per: \$54,348
FY 2016 Estimate: \$1,250,000	# of Proj/Partic.: 22	Cost per: \$56,818

Description: The Teachers of Critical Languages Program brings teachers from China and Egypt to teach Mandarin and Arabic as a foreign language at U.S. elementary and secondary schools for an academic year.

TUNISIA COMMUNITY COLLEGE SCHOLARSHIP PROGRAM (2013)

Program Length: Academic year

Avg. Cost per Day: \$165 (2014)

Geographic Reach: Tunisia

Female/Male Split: 51%/49%

FY 2013 Actual: \$4,625,000	# of Proj/Partic.: 107	Cost per: \$43,224
FY 2014 Actual: \$4,625,000	# of Proj/Partic.: 105	Cost per: \$44,048
FY 2015 Actual: N/A	# of Proj/Partic.: N/A	Cost per: N/A
FY 2016 Estimate: N/A	# of Proj/Partic.: N/A	Cost per: N/A

Description: The Tunisia Community College Scholarship Program offers one-year scholarships for technical school students from Tunisia. It is part of the Department of State's Thomas Jefferson Scholarships. Program participants pursue non-degree study at U.S. community colleges in fields directly related to future growth sectors of Tunisia's economy: applied engineering, business management and administration, information technology and tourism and hospitality. The award will fund more than 107 participants over three academic years and is supported via an ESF transfer.

OFFICE OF INTERNATIONAL VISITORS

INTERNATIONAL VISITOR LEADERSHIP PROGRAM (IVLP) (1940)

Program Length: 1-21 days

Avg. Cost per Day: \$877 (2015)

Geographic Reach: Global

Female/Male Split: 42%/58%

FY 2013 Actual: \$90,514,527	# of Proj/Partic.: 4,855	Cost per: \$18,644
FY 2014 Actual: \$91,007,000	# of Proj/Partic.: 4,667	Cost per: \$19,500
FY 2015 Actual: \$89,665,000	# of Proj/Partic.: 4,869	Cost per: \$18,415
FY 2016 Estimate: \$89,665,000	# of Proj/Partic.: 4,800	Cost per: \$18,680
FY 2017 Requested: \$97,800,000	# of Proj/Partic.: N/A	Cost per: N/A

Description: The International Visitor Leadership Program (IVLP) facilitates short-term visits to the United States lasting up to three weeks, for current and emerging foreign leaders in a variety of fields to experience the United States firsthand and cultivate relationships with their American counterparts. Participants are nominated and selected by the staff at U.S. embassies worldwide. The projects provide opportunities for participants to explore issues in the U.S. context, meet with their American professional counterparts and experience U.S. society and values. Professional meetings reflect the participants' professional interests and support the foreign policy goals of the United States. Participants meet with the private sector and members of civil society, as well as with staff of relevant federal agencies. IVLP utilizes public-private partnerships for cost-sharing on a project by project basis. ECA works with a network of 47,000 volunteer citizens

across the country who host exchange participants and connect them to Americans in their schools, their communities and their homes. For distinguished IVLP alumni, the IVLP program began offering “Gold Star Projects” in 2011. In fiscal year 2015 there were six Gold Star Projects.

The per participant costs for the International Visitor Leadership Program (IVLP) tend to be higher than other ECA programs for a number of reasons. First, participants are typically established professionals who spend three to five nights in each of four to five U.S. cities, necessitating extensive air and ground transportation and the use of hotels rather than less expensive, longer-term facilities. Additionally, IVLP encourages U.S. embassies to nominate non-English speaking participants and provides professional interpreters to accompany them throughout the program, thus allowing under-represented groups an opportunity to participate. Importantly, through Global Ties U.S., the IVLP provides support to a network of more than 90 community-based organizations across the United States that host program participants and introduce them to their local government and school officials, NGO and business representatives and other resources. IVLP support includes specialized training available for the Global Ties U.S. members and other private- and public-sector program partners—training that benefits the growing number of other State Department and ECA program offices that also engage with these partners. Virtually the entire IVLP budget is spent in the United States.

IVLP DIVISION* (1940)

*Formerly known as the Regional Programs Division

Program Length: 3 weeks

Avg. Cost per Day: \$1,007 (2015)

Geographic Reach: Global

Female/Male Split: 44%/56%

FY 2014 Actual: \$80,150,000	# of Proj/Partic.: 3,728	Cost per: \$21,499
FY 2015 Actual: \$80,000,000	# of Proj/Partic.: 3,784	Cost per: \$21,142
FY 2016 Estimate: \$80,000,000	# of Proj/Partic.: 3,700	Cost per: \$21,622
FY 2017 Requested: \$86,000,000	# of Proj/Partic.: N/A	Cost per: N/A

Description: IVLP Division (formerly known as the Regional Programs Division) conducts more than 500 projects annually, ranging from individual projects to multi-participant projects for a single country, geographic region or multiple regions. Participants examine issues that nominating missions and State Department bureaus have identified as important to bilateral, regional or global foreign policy priorities. The division also conducts special initiatives such as the Edward R. Murrow Program for Journalists, which brings to the United States approximately 100 global media professionals to examine journalistic practices. Projects are two to three weeks in length and include visits to Washington, D.C., and two to four additional cities. Participants meet with Americans from both the private and public sectors representing a broad range of perspectives. Projects are conducted in English or in a regional or local language and cover a wide variety of topics such as U.S. foreign policy formulation, rule of law, transparency in government, countering violent extremism, refugee issues, interfaith relations, entrepreneurship, youth development, women’s empowerment, education and independent and responsible media.

IVLP ON-DEMAND DIVISION (FORMERLY THE VOLUNTARY VISITORS DIVISION) (1949)

Program Length: 1-10 days

Avg. Cost per Day: \$691 (2015)

Geographic Reach: Global

Female/Male Split: 37%/63%

FY 2014 Actual: \$7,510,000	# of Proj/Partic.: 939	Cost per: \$7,998
FY 2015 Actual: \$7,500,000	# of Proj/Partic.: 1,085	Cost per: \$6,912
FY 2016 Estimate: \$7,500,000	# of Proj/Partic.: 1,099	Cost per: \$6,824
FY 2017 Requested: \$10,000,000	# of Proj/Partic.: N/A	Cost per: N/A

Description: The IVLP On-demand Division (formerly the Voluntary Visitors Division) offers rapid response IVLP projects that can be turned around quickly to address newly emerging policies, geopolitical opportunities and pressing foreign policy needs. Historically a “target of opportunity” program for contacts already traveling to the United States,

IVLP On-demand also allows embassies to nominate projects in response to rapidly changing situations. Participants are selected by U.S. embassies to meet and confer with their professional counterparts—both in Washington, D.C. and throughout the United States—and to obtain exposure to U.S. cultural, social and political life. IVLP On-demand projects may be nominated at any time of year as they are not tied to the annual IVLP selection process. The projects are generally limited to a 10-day maximum for up to 10 participants. No IVLP funds are provided for international travel for IVLP On-demand participants; travel is cost-shared by the participants, their employers or home governments or other U.S. government sources if funds are determined to be legally available.

YOUNG LEADERS IN THE AMERICAS INITIATIVE (YLAI) (2015)

[See page page 134.](#)

Private Sector Exchange

FY13 Actual – \$0; FY14 Actual – \$0; FY15 Actual – \$0; FY16 Estimate – \$0; FY17 Request – \$0

ECA leverages private sector resources through the Exchange Visitor (J-1) Visa Program (EVP), which encourages private sector organizations and companies to conduct their own exchanges with their own resources. Its purpose is to provide foreign nationals with opportunities to participate in educational and cultural programs in the United States and return home to share their experiences, and to encourage Americans to participate in educational and cultural programs in other countries. ECA/EC's J-1 Exchange Visitor Program management operations are fee-funded from fees collected from Department-designated J-1 Exchange Visitor Program sponsors, as well as Department of Homeland Security (DHS) transfer funds that are generated by SEVIS fees.

The Deputy Assistant Secretary for Private Sector Exchange designates private-sector, academic, and federal, state and local government entities to be “sponsors” of EVP programs. ECA/EC also regulates and oversees sponsor compliance with EVP regulations, directives, legislation, treaty, and international agreement obligations, and assesses and evaluates visa, immigration, labor, economic, and education developments as they relate to international exchange initiatives. American companies, institutions, and even local governmental bodies, known as “sponsors,” develop programs that fit within the 13 privately funded J-visa categories open to privately-funded exchanges. In 2014, more than 275,000 individuals from around 200 countries and territories visited the United States through an ECA-designated sponsor organization. Designated sponsors may conduct both academic and professional Exchange Visitor programs that further the public diplomacy efforts of the U.S. government.

Through the regulations (22 CFR 62), ECA establishes a vision for each program, determines the components that must be included, establishes protections for and responsibilities of participants, and enumerates requirements for each placement. The regulations oversee sponsors, as the sponsor is the responsible party for each placement.

PROGRAM REVIEW: The State Department recently published the Final Rule for Subpart A, which governs the J-1 Exchange Visitor Program. Among other provisions, this rule-making requires that sponsors conduct management reviews on a schedule to be determined by the Department. A management review is a program-specific management audit in a format approved by the Department that is conducted by an independent auditor. The review's purpose is to identify weaknesses in operating procedures at sponsor organizations and to ensure that sponsors meet regulatory requirements in their Exchange Visitor Program. Requiring a management review gives the Department an additional tool to assess the extent to which designated sponsors comply with the Exchange Visitor Program regulations. The results of the management reviews are also a tool for individual sponsors to learn about weaknesses in their own program administration and to take remedial actions as needed and appropriate. The Department sent out a draft schedule to the first program sponsors that will conduct a management review for their review and input of the schedule and expects to publish a template for these sponsors to review and provide comments by June 2014.

	2013	2014	2015
Total J-1 Visa Participants Worldwide	298,389	317,664	318,987
Total Private Sector J-1 Visa Participants Worldwide	276,179	300,752	298,234

TOP 10 COUNTRIES FOR PRIVATE SECTOR EXCHANGE*

	2013	2014	2015
1.	China – 31,514	China – 34,483	China – 34,925
2.	Germany – 20,785	Brazil – 20,441	Germany – 19,831
3.	U.K. – 17,817	Germany – 20,366	U.K. – 18,737
4.	Brazil – 12,243	U.K. – 18,241	Brazil – 12,580
5.	France – 12,045	France – 12,656	France – 12,356
6.	Ireland – 10,876	Thailand – 9,890	Ireland – 10,202
7.	South Korea – 9,127	Ireland – 9,739	South Korea – 8,536
8.	Thailand – 7,811	South Korea – 8,678	Mexico – 7,788
9.	Turkey – 7,004	Mexico – 7,459	Spain – 7,431
10.	Japan – 6,235	Spain – 7,050	Thailand – 6,505

*All J-1 exchanges, including government funded

TOTAL NUMBER OF J-1 PARTICIPANTS, INCLUDING GOVERNMENT-FUNDED, BY J-1 VISA PROGRAM

Alien Physician – FY 2013 - 2,331; FY 2014 - 2,393; FY 2015 - 2,567

Foreign physicians may participate in U.S. graduate medical education programs or training at accredited U.S. schools of medicine.

Au Pair – FY 2013 - 14,625; FY 2014 - 16,035; FY 2015 - 17,588

Participants and host families take part in a mutually rewarding, intercultural opportunity. Au pairs can continue their education while experiencing everyday life with an American family, and hosts receive reliable and responsible childcare from individuals who become part of the family.

Camp Counselor - FY 2013 - 18,889; FY 2014 - 19,776; FY 2015 - 21, 206

Enables post-secondary students, youth workers, and teachers to share their culture and ideas with the people of the United States in camp settings throughout the country.

Government Visitor – FY 2013 - 5,715; FY 2014 - 4,943; FY 2015 - 3,972

Permits foreign nationals who are influential or distinguished persons selected by U.S. federal, state, or local government agencies to come to the U.S. for the purpose of consulting, observing, training, or demonstrating special skills.

Intern – FY 2013 - 21,937; FY 2014 - 23,025; FY 2015 - 24,353

Permits foreign college and university students or recent graduates to participate in a structured and guided work-based internship program, gaining exposure to U.S. culture and receiving hands-on experience in U.S. business practices in their chosen occupational field for up to one year.

International Visitor – FY 2013 - 5,299; FY 2014 - 6,019; FY 2015 - 5,567

Permits foreign nationals who are recognized or potential leaders selected by the State Department to come to the United States for the purpose of consulting, observing, conducting research, training, or demonstrating special skills.

Professor – FY 2013 - 1,310; FY 2014 - 1,284; FY 2015 - 1,185

Promotes the exchange of ideas, research, mutual enrichment, and linkages between research and academic institutions in the United States and foreign countries. Participants may conduct their program in the United States for a time-period not to exceed five years.

Research Scholar – FY 2013 - 32,439; FY 2014 - 34,805; FY 2015 - 34,444

Permits foreign nationals to come to the U.S. to conduct research, observe, or consult in connection with a research project at research institutions, corporate research facilities, museums, libraries, post-secondary accredited academic institutions, or similar types of institutions. Research scholars also may teach or lecture where authorized by the program sponsor. Participants may conduct their program in the United States for a time-period not to exceed five years.

Short Term Scholar – FY 2013 - 21,267; FY 2014 - 21,238; FY 2015 - 19,485

Professors, research scholars, and other individuals with similar education or accomplishments may travel to the United States on short-term visits to lecture, observe, consult, conduct training, or demonstrate special skills at research institutions, museums, libraries, post-secondary accredited academic institutions or similar types of institutions for a period of up to six months.

Specialist – FY 2013 - 1,259; FY 2014 - 1,088; FY 2015 - 692

Experts in a field of specialized knowledge or skills provide opportunities to increase the exchange of ideas with American counterparts. Specialists must be experts in a field of specialized knowledge or skill and may conduct their program in the United States for a time-period not to exceed one year.

Student Associate – FY 2013 - 195; FY 2014 - N/A; FY 2015 - 16

Foreign students may pursue their Associate degrees in the United States at accredited American universities.

Student Bachelors – FY 2013 - 2,965; FY 2014 - 2,808; FY 2015 - 2,621

Foreign students may pursue Bachelors' degrees in the United States at accredited American universities.

Student Doctorate – FY 2013 - 1,568; FY 2014 - N/A; FY 2015 - 1,039

Foreign students may pursue their doctoral degrees in the United States at American universities.

Student Interns - FY 2013 - 2,921; FY 2014 - 3,454; FY 2015 - 3,733

Foreign students may fulfill full-time temporary internships conducted by post-secondary accredited academic institutions in the United States.

Student Masters - FY 2013 - 3,827; FY 2014 - 2,854; FY 2015 - 2,163

Foreign students may pursue Masters' degrees in the United States at accredited American universities.

Student Non-Degree – FY 2013 - 38,693; FY 2014 - 44,084; FY 2015 - 37,072

Allows foreign nationals to pursue non-degree programs in the United States at an accredited American university or an institute approved by or acceptable to the post-secondary academic institution where the student is to be enrolled upon completion of the non-degree program.

Student Secondary – FY 2013 - 25,729; FY 2014 - 25,426; FY 2015 - 22,983

Foreign students may enter the United States to complete up to one year of academic study at an accredited public or private secondary school and live with an American host family or at an accredited boarding school.

Summer Work/Travel – FY 2013 - 86,518; FY 2014 - 90,287; FY 2015 - 94,985

Participants are foreign nationals who are bona fide foreign post-secondary students, who at the time of application are enrolled in and actively pursuing degrees or full-time courses of study at a foreign ministry-recognized post-secondary academic institutions. They engage in seasonal work and travel in the United States for up to four months during the break between academic years.

Trainee – FY 2013 - 9,157; FY 2014 - 9,792; FY 2015 - 10,367

Foreign professionals come to the United States for up to 18 months to gain exposure to and receive structured training in U.S. business practices in their chosen occupational field. Unlike the Intern category, participants must have either— 1) A degree or professional certificate from a foreign post-secondary academic institution and at least one year of prior related work experience in their occupational field outside the United States; or 2) Five years of related work experience.

Teacher – FY 2013 - 1,745; FY 2014 - 2,148; FY 2015 - 1,735

Foreign nationals are afforded opportunities to teach in primary and secondary educational institutions in the United States for up to three years.

Young Leaders Initiatives

The four programs that currently make up the Young Leaders Initiatives—Young African Leaders Initiative (YALI), launched in 2010; Young Southeast Asian Leaders Initiative (YSEALI), launched in 2013; Young Leaders of the Americas Initiative (YLAI), launched in 2015; and Young Transatlantic Innovation Leaders Initiative (YTILI), launched in 2016 – have combined online and offline public diplomacy tools to develop and energize connectivity with youth demographics in strategic regions around the world. Each initiative brings together cohorts of academic and professional fellowship programs, regionally based training and grant opportunities, and digital networks to increase the U.S. government’s messaging and audience reach around regional foreign policy priorities. With combined digital networks of almost half a million young leaders, in-person engagement with embassies, and consistent Presidential attention, the initiatives have become well-known brands that signal the U.S. government’s commitment to investing in the next generation of leaders to youth, governments, and the non-governmental community alike. ACPD gave an in-depth overview of YALI, YSEALI and YLAI in the 2015 Comprehensive Annual Report and will give more in-depth treatment to YTILI in 2017.

MANDELA WASHINGTON FELLOWSHIP FOR YOUNG AFRICAN LEADERS (2014)

Program Length: 6 weeks for fellows; 12 weeks for fellows with follow-on professional development experiences
Avg. Cost per Day: \$353 (2015)

Geographic Reach: Angola, Benin, Botswana, Burkina Faso, Burundi, Cameroon, Cape Verde, Central African Republic, Chad, Comoros, Cote d’Ivoire, Democratic Republic of the Congo (DRC), Djibouti, Equatorial Guinea, Eritrea, Ethiopia, Gabon, Ghana, Guinea, Guinea-Bissau, Kenya, Lesotho, Liberia, Madagascar, Malawi, Mali, Mauritania, Mauritius, Mozambique, Namibia, Niger, Nigeria, Republic of the Congo, Rwanda, Sao Tome and Principe, Senegal, Seychelles, Sierra Leone, Somalia, South Africa, South Sudan, Sudan, Swaziland, Tanzania, The Gambia, Togo, Uganda, Zambia and Zimbabwe

Female/Male Split: 50%/50%

FY 2014 Actual: \$12,370,000	# of Proj/Partic.: 500	Cost per: \$24,740
FY 2015 Actual: \$12,370,000	# of Proj/Partic.: 500	Cost per: \$24,740
FY 2016 Estimate: \$20,000,000	# of Proj/Partic.: 1,000	Cost per: \$20,000
FY 2017 Requested: N/A	# of Proj/Partic.: N/A	Cost per: N/A

Description: Under this flagship program of President Obama’s Young African Leadership Initiative (YALI), young leaders from Sub-Saharan Africa come to the United States for six-week institutes at U.S. campuses and convene at a closing leadership summit in Washington, D.C. Up to 100 fellows also participate in six-week Professional Development Experiences (PDEs or internships) in the United States. Once the fellows return to their homes, the fellowship continues on the continent with regional workshops, seed funding, professional development opportunities and support for mentoring and community service. The fellowship aims to build and sustain a network of young Sub-Saharan Africa leaders across critical sectors, cement stronger ties between the region and the United States and prepare the participants for follow-on leadership opportunities in Africa, with the goal of strengthening democratic institutions and spurring economic growth and development on the continent. The cost per participant covered the six-week academic fellowship for 500 fellows, the presidential summit at the end of their fellowship, a six-week follow-on internship for 100 participants, and ECA alumni follow-on activities. It does not include the U.S. Agency for International Development (USAID) support in Africa for the fellows once they have returned home.

YOUNG LEADERS IN THE AMERICAS INITIATIVE (YLAI) (2015)

Program Length: 6 weeks

Avg. Cost per Day: \$476 (2016)

Geographic Reach: Latin America

Female/Male Split: N/A

FY 2016 Estimate: \$5,000,000

of Proj/Partic.: 250

Cost per: \$20,000

FY 2017 Requested: N/A

of Proj/Partic.: N/A

Cost per: N/A

Description: The President's Young Leaders of the Americas Initiative (YLAI) is the United States' premier exchange program in the hemisphere. Building on the success of similar young leader initiatives in sub-Saharan Africa and South-east Asia, YLAI provides 250 fellowships each year, beginning in 2016, to enable participants from Latin America, the Caribbean and the United States to develop joint business and civil society initiatives. The preponderance of fellowships will take place at businesses and non-governmental organizations across the United States, while follow-on exchanges will send Americans to their counterparts' countries to continue the collaboration. Fellows will receive ongoing support through a continuum of networking, mentorship and investment opportunities.

YOUNG SOUTHEAST ASIAN LEADERS INITIATIVE (YSEALI) (2014)

Program Length: 5 weeks

Avg. Cost per Day: \$457 (2015)

Geographic Reach: Brunei, Burma, Cambodia, Indonesia, Laos, Malaysia, Philippines, Singapore, Thailand and Vietnam

Female/Male Split: 50%/50%

FY 2014 Actual: \$2,500,000

of Proj/Partic.: 160

Cost per: \$15,625

FY 2015 Actual: \$8,000,000

of Proj/Partic.: 500

Cost per: \$16,000

FY 2016 Estimate: \$8,000,000

of Proj/Partic.: 500

Cost per: \$16,000

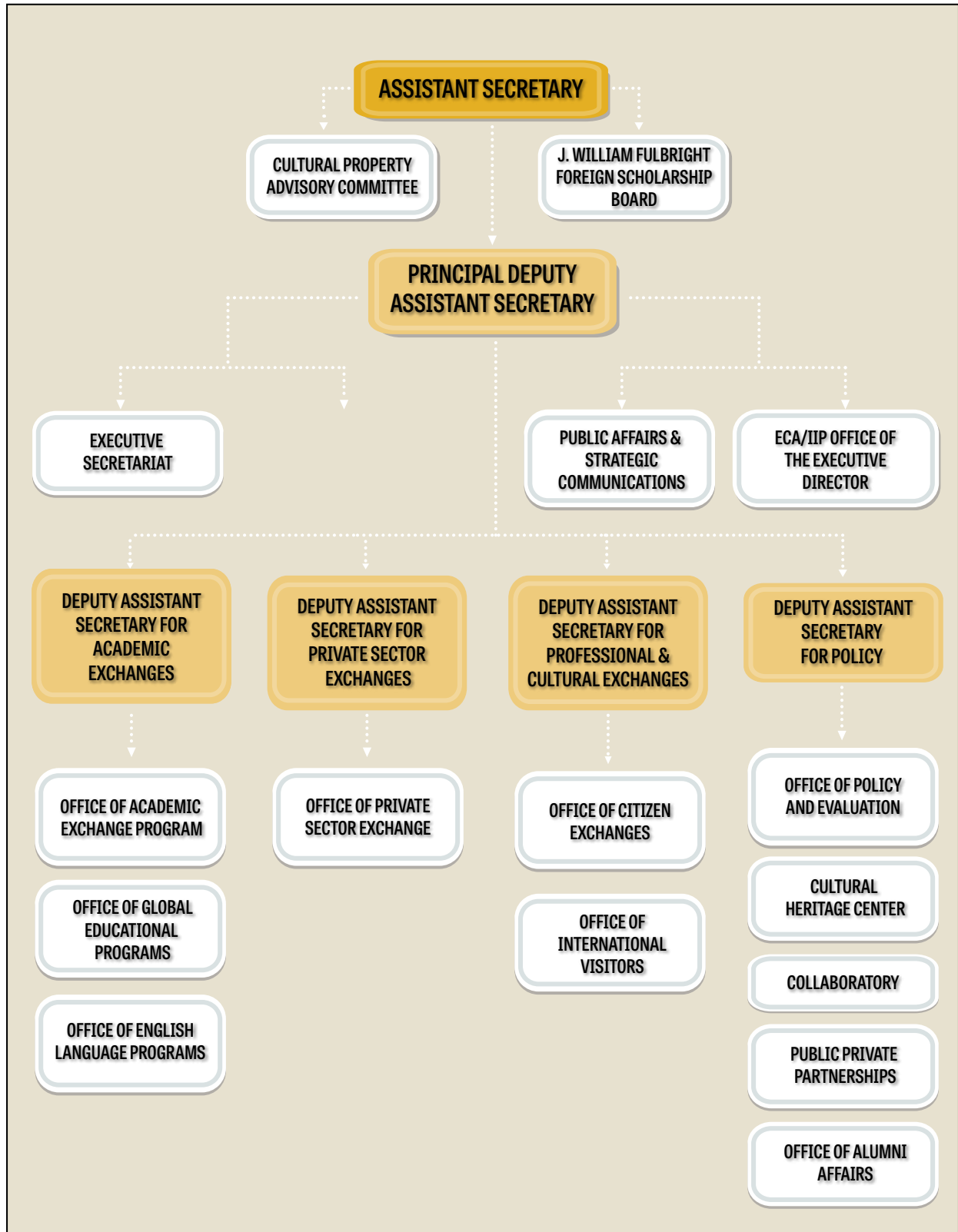
FY 2017 Requested: N/A

of Proj/Partic.: N/A

Cost per: N/A

Description: The Young Southeast Asian Leaders Initiative (YSEALI) includes academic and professional exchanges for Southeast Asian youth, ages 18 to 35, to deepen their knowledge about economic development, education, environment and civic engagement issues and to develop a regional network. The YSEALI Academic Fellows Program brings undergraduates or recently graduated students between the ages of 18 and 25 to the United States for a five-week institute held on the campus of a U.S. college or university. The program includes an on-campus academic residency, leadership development, interaction with American peers, an educational study tour, and community service activities. Programs conclude with a visit to Washington, D.C. to meet U.S. leaders, policymakers, and think tank experts. The YSEALI Professional Fellows Program gives participants ages 25-35 the opportunity to spend five weeks in the United States, including four weeks working directly with American counterparts in individually tailored work placements with non-profit organizations, state and local government, and private-sector offices across the country. During these placements, Fellows build their practical expertise, leadership skills, and professional networks.

ECA ORGANIZATIONAL CHART



WASHINGTON-DIRECTED ACTIVITIES



BUREAU OF INTERNATIONAL INFORMATION PROGRAMS (IIP)

The U.S. Embassy in Nepal launched a new, electric-powered mobile library at Padma Kanya Higher Secondary School in Dillibazar. The "BookTuk" is the latest addition to the U.S. Embassy's mobile Book Bus library fleet. U.S. Ambassador Alaina B. Teplitz and Coordinator for the Bureau of International Information Programs (IIP) at the Department of State Macon Phillips inaugurated the BookTuk at the ceremony today.

BUREAU OF INTERNATIONAL INFORMATION PROGRAMS (IIP)

FY 2014 Actual - \$48.12 million; FY 2015 Actual - \$66.61 million; FY 2016 Planned - \$67.25 million; FY 2017 Requested - \$68.45 million

*Does not include \$15.24 million in FY 2015 funding for support to American Spaces. Funds were executed by the Regional Bureaus.

The Bureau of International Information Programs (IIP) is the State Department's foreign-facing public diplomacy (PD) communications bureau. IIP partners with policy experts and missions abroad to develop services and design programs that engage international audiences to advance U.S. foreign policy. In short, it aims to connect people with policy.

The past two years, IIP has adopted a digital-first approach to its work. IIP and PD operate in a rapidly changing landscape characterized by shifts in organizing power and trust away from official state and institutional actors toward unofficial, grassroots networks. That shift is accelerated by the adoption of mobile devices that is helping speed the increase of people who regularly access the internet. These developments have profound implications for how IIP develops and delivers PD tools to help field practitioners engage with their in-country audiences.

This is a strategic investment in creating digital content, which can then be printed if necessary, and identifying opportunities where digital tools can enhance offline programming. In a digital-first approach, IIP emphasizes the need for IIP products to be equally accessible via mobile device as they are on a bookshelf. IIP also emphasizes a culture of measurement, leveraging analytics tools to understand the reach and impact of campaigns. The digital-first approach also encompasses opportunities to blend online and offline engagements with foreign publics, using digital platforms and other tools to amplify the effectiveness and reach of in-person programming through American Spaces and the U.S. Speaker Program.

In order to operate effectively in this digital environment, public diplomacy also needs modern digital tools that worldwide staff can use. This past year especially, IIP has been building on previous technology efforts by implementing a contact relationship management (CRM) system that will aggregate and manage public diplomacy contact information for embassies worldwide, coupled with an industry-standard mass mailing system that provides audience segmentation and metrics. IIP also has transformed

its work by deploying modern collaboration and communication tools, including Google Apps and Slack, to its entire staff, leading to increased productivity, flexibility and transparency. In response to numerous requests from domestic offices and missions abroad, as well as growing demand to further integrate the work of IIP with the field, the bureau has piloted these tools among approximately 2,000 additional users worldwide. IIP continues to advocate for worldwide implementation for public diplomacy.

IIP has a range of public diplomacy programs and products, including: the Share America platform (<http://share.america.gov>) in eight languages, a platform for social-media-ready content available for rapid distribution in support of campaigns; more than 700 American Spaces worldwide; and a wide range of digital publications and materials. IIP also conducts targeted issue advocacy campaigns on transnational foreign policy priorities ranging from internet governance to climate change and builds and maintains online networks among strategically important audiences, such as the Young African Leaders Initiative (YALI) Network, to have a ready group of influencers we can mobilize around U.S. policy goals.

FISCAL YEAR 2015

FY 2014 Actual - \$48.09 million; FY 2015 Actual - \$67.00 million; FY 2016 Planned - \$69.59 million

In fiscal year 2015, IIP planned for \$67.00 million for operations. Of that amount, \$11.79 million went toward executive direction, with the remaining \$55.21 million dispersed among programs, products and platforms. In fiscal year 2016, IIP has requested \$69.59 million for operations. Of that amount, \$12.08 million is going toward executive direction, with the remaining \$57.51 million being dispersed among programs, products and platforms. In fiscal year 2015 an additional \$15.24 million was given to priority American Spaces; in fiscal year 2016 \$15 million was planned.

PLATFORMS

FY 2015 Actual – \$34.1 million; FY 2016 Planned – \$36.1 million; FY 2017 Requested – \$39.0 million

Platforms provides public engagement spaces that prioritize individuals and facilitate long-term relationship building between the United States and foreign citizens.

- **Office of Digital:** provides secure, stable and scalable digital technology platforms for the State Department and its missions worldwide, including 24-hour worldwide customer service in support of embassy and consulate web-site operations.
- **Office of Design:** establishes the design and usability standards for the bureau; supports the infrastructure for campaigns, ShareAmerica and other non-embassy web properties; maintains and operates the bureau's suite of live production studios; and creates engaging interactive programming for global audiences using industry-leading technologies.
- **Office of American Spaces:** aims to advance U.S. foreign policy through a worldwide network of physical spaces to engage foreign publics in interactive dialogue.

PUBLIC DIPLOMACY CONTACT RELATIONSHIP MANAGEMENT

Relationships are the currency of diplomacy and the State Department needs a system that allows it to understand the breadth and depth of these relationships. Following months of collaboration with stakeholders across the department, IIP is deploying a public diplomacy contact relationship management system (PD CRM) to public affairs sections at select pilot missions across the world.

PD CRM is a secure, cloud-based, mobile tool that empowers missions to manage public diplomacy contacts; grow their audiences; and send strategic, measurable email messaging from one seamless system. This new platform gives public diplomacy and public affairs staff in the field the modern, industry-leading digital tools they need to build lasting connections with foreign audiences and to use data to understand the depth and breadth of those relationships. Visitors to the new mission websites will be able to sign up voluntarily for professional, branded, and personalized updates, event invitations and press releases. Officers will be able to scan business cards on the go and quickly access contact information via their mobile devices. Finally, the platform will continue to evolve and adapt based on the needs and real-time feedback of users in the field. IIP is also collaborating closely with the Office of the Deputy Secretary of State for Management and

Resources to evaluate PD CRM's potential for broader use across missions and the Department.

As of September 1, 2016, IIP is piloting PD CRM with users at 12 posts overseas: Austria, Australia, Jakarta, London, Malaysia, Nepal, New Zealand, Peru, Senegal, Singapore, Uganda, Vienna and the U.S. Mission to the Association of Southeast Asian Nations (ASEAN).

IIP has trained over 300 staff at these pilot posts, which are currently using the tool to expand existing networks and communities. To date, over 150,000 contacts are in the system, nearly 100 email campaigns have been sent and over 250,000 individual messages have been sent.

GLOBAL EMBASSY WEBSITE MODERNIZATION

IIP provides the technology and support for the global network of 450 U.S. embassy and consulate websites in 69 languages. These public-facing websites receive over 150 million visits and 600 million page views each year.

In fiscal year 2015, IIP began modernizing the infrastructure, design and usability of these websites to benefit U.S. citizen and foreign visitors, U.S. missions abroad and the department at large. As part of the modernization effort, IIP is migrating all websites to a new open-source content management system that unifies each country mission's embassy and consulate websites into a single, holistic representation of the U.S. government's relationship with that country. This global modernization effort represents a major opportunity to increase public engagement with the department's foreign policy content and aligns closely with the priorities of senior department leadership.

This initiative is a direct response to the Deputy Secretary of State for Management and Resource's "Strong State" agenda, which calls on the State Department "to evolve our culture, empower our people, and embrace technology." It also supports the 2015 Quadrennial Diplomacy and Development Review (QDDR) priority to "harness knowledge, data and technology" to "streamline the business of diplomacy." Finally, it fulfills the National Security Council directive in its fiscal year 2017 U.S. Government Global Engagement Resource Guidance to "prioritize funding for personnel, technology, and knowledge management in order to execute effective 21st century public diplomacy programs and modernize the tools our diplomats use to engage."

The updates have enhanced system flexibility and security, improved user experience, made content more accessible on mobile devices and increased efficiency for webmasters in the field. Anecdotal reports suggest a 66 percent reduction in time required to create and upload new

pages, down from 60-minutes-per-page to only 20 minutes. Recent launches also demonstrate major increases in mobile, tablet and social media traffic. For instance, the mission in Germany saw a 63 percent bump in visits from smartphones and 92 percent from tablets. Meanwhile, the mission in the Czech Republic saw a 102 percent increase in social media traffic. On average, general traffic to the new websites has increased by 93 percent, with larger increases (an average of 209 percent) for foreign-language sites. People are finding the sites more easily via internet search and social media and search traffic has increased about 125 percent. IIP has also reduced the platform's infrastructure footprint by 70 percent by consolidating separate embassy, consulate and foreign-language sites within each country. In addition, the modern platform has significantly increased the Department's ability to quickly update our websites during crises overseas.

While migration of all websites to the new platform is expected by early 2017, they will continue to grow and improve as monthly enhancements are introduced based on real-time feedback from users and staff in the field and in Washington.

AMERICAN SPACES

Created in 2011, the Office of American Spaces supports and oversees American Spaces worldwide. Today, more than 700 American Spaces—ranging from large, U.S. government-owned or leased American Centers to smaller American Corners hosted in foreign non-profit institutions—span the globe.

In 2012, the office established five core pillars of programming that an American Space must provide to qualify for IIP funding. The pillars require American Spaces to provide accurate information about the United States and its foreign policies, offer opportunities for English language learning, promote study at U.S. universities, engage alumni of U.S. government exchange programs and present cultural programs. In 2012, IIP joined with the Smithsonian Institution to create the Model American Spaces Program, a partnership to enhance the design and programming of American Spaces. Over the past three years, IIP and the Smithsonian have transformed the appearance, technology and programming of 37 American Spaces to enhance visitor experience and functionality in support of public diplomacy objectives. All American Spaces have access to the Smithsonian programming resources and American Spaces design concepts. In 2013, IIP created the handbook titled "Managing American Spaces" to support Public Affairs Officers and host-country institution partners in managing and benefiting from these public engagement platforms.

Based in strategic locations around the world, the Information Resource Officers (IROs) are the drivers of effectively using American Spaces for public diplomacy engagement in support of U.S. interests. They advise, support and oversee the hundreds of American Spaces and work with the

public affairs sections of embassies and consulates to guide the development and use of all types of American Spaces. They regularly visit American Spaces in their regions to assess their needs as well as their potential as prime public diplomacy venues and to help ensure they are meeting the performance standards required to be considered for support funds.

In 2014, IIP worked with the six State Department regional bureaus to prioritize its limited public diplomacy funding and staffing for those American Spaces that are most strategically important for advancing U.S. foreign policy. Each regional bureau identified the top 10 American Spaces in its region, resulting in 60 American Spaces that are designated as having priority for investment and development.

The priority American Spaces are located in areas where they are needed above all other public diplomacy tools to accomplish foreign policy goals. IIP works with the regional bureaus to review these American Spaces every other year to ensure they continue to serve as highly significant venues for advancing foreign policy goals. In fiscal year 2015, roughly 60 percent of IIP's \$15 million in support funds for American Spaces went to the priority American Spaces, and 40 percent was allocated to the remaining American Spaces. For fiscal year 2016, 56 percent of the funding was allocated to priority American Spaces with 44 percent for remaining American Spaces. As a result of these investments, eight new or renovated American Spaces opened their doors in fiscal year 2015.

A significant amount of investment in American Spaces is aimed at making the internet and interactive technology more accessible to key foreign targeted age groups, while taking advantage of digital tools in achieving goals under the five programming pillars. In cases where a restrictive environment limits public diplomacy programming, American Spaces are critical. In some places, American Spaces are the only accessible venue for audiences who seek free access to the internet and interactive dialogue with Americans on issues critical to U.S. foreign policy goals.

In fiscal year 2015, approximately 180 American Spaces staff members worldwide received training in new tools and techniques developed to promote a modern, whole-of-mission approach to engagement with their host countries in support of foreign policy goals. Approximately 65 percent of training participants represented priority American Spaces. This carefully developed training covered the following topics: managing American Spaces; applying digital-first concepts to identify and engage with foreign audiences and using analytics to drive that engagement; and creating bold and imaginative programming that makes a difference in advancing foreign policy priorities. Participants enthusiastically received the new skills they learned through a combination of lecture and hands-on exercises, resulting in a robust training experience unlike anything ever provided for American Spaces staff. Over 150 additional American Spaces staff will receive this training

in fiscal year 2016, with a new advanced course developed to extend the skills of selected innovation leaders.

The forced absorption of off-compound American Spaces into fortified embassy/consulate compounds under the 1999 Secure Embassy Construction and Counterterrorism Act (SECCA) presents significant challenges for public diplomacy engagement that the Department of State is trying to address (See: ACPD May 2015 Paper, “Public Diplomacy at Risk: Protecting Open Access for American Spaces”). A key initiative is increased emphasis on ensuring public access, defined by a set of American Spaces Open Access Principles formulated by a standing working group that includes the Office of the Under Secretary for Public Diplomacy and Public Affairs, IIP, Diplomatic Security and the Office of Overseas Building Operations. The Office of American Spaces also implemented a policy that all American Spaces should be publicly accessible with less than 24

hours’ notice.

For fiscal year 2016, the focus is on maintaining the momentum of this cross-departmental partnership in establishing policies for risk management that allow flexibility to conduct on-site public diplomacy beyond the embassy compound. Such policies would take into consideration the need for public access when planning new or renovated U.S.-government American Spaces.

Moving forward, IIP will aim to ensure that priority American Spaces have the tools, training and infrastructure to be the most effective platforms possible for policy-focused public diplomacy programming. IIP will also work to increase capacity of all American Spaces to ensure that all staff members have the skills needed to manage foreign policy-focused venues for engagement.

FY 2014–FY 2016 PRIORITY AMERICAN SPACES BY REGION

Africa:

- Cote d’Ivoire, Abidjan, YALI Space
- Democratic Republic of Congo, Kinshasa, American Corner Limete
- Ethiopia, Addis Ababa, Addis American Corner
- Kenya (suitable site being identified)
- Nigeria, Lagos
- Rwanda, Kigali, Kigali American Corner
- Senegal, Thies, American Corner Thies
- South Africa, Pretoria, American Corner Pretoria
- South Africa, Cape Town, USinfo@Central American Corner
- Zimbabwe, Bulawayo, National University of Science & Technology

East Asia Pacific:

- Burma, Mandalay, Jefferson Center Information Resource Center
- Burma, Rangoon, American Center Rangoon
- China, Beijing, Beijing American Center
- China, Chengdu, Chengdu Information Resource Center
- China, Shanghai, Shanghai American Center
- China, Shenyang, Shenyang Information Resource Center
- Indonesia, Jakarta, @america
- Korea, Seoul, American Center Korea
- Vietnam, Hanoi, American Center Hanoi
- Vietnam, Ho Chi Minh City, American Center Ho Chi Minh City

Europe & Eurasia:

- Bosnia and Herzegovina, Mostar, American Corner Mostar**
- Georgia, Batumi, Batumi American Corner**
- Germany, Stuttgart, German-American Institute
- Greece, Xanthi, Xanthi American Corner
- Moldova, Chisinau, American Resource Center
- Portugal, Lisbon, Faculty of Science and Technology American Corner
- Russia, Moscow, Moscow American Center
- Turkey, Gaziantep, Gaziantep American Corner
- Ukraine, Kyiv, America House Kyiv
- Ukraine, Kharkiv, Kharkiv Window on America Center

Near East Asia:

- Egypt, Cairo, Information Resource Center
- Egypt, Cairo, American Corner Maadi
- Israel, West Jerusalem, American Center Jerusalem
- Jordan, Amman, American Language Center
- Lebanon, Baakleen, American Corner Baakleen
- Morocco, Casablanca, Dar America
- Palestinian Territories, East Jerusalem, America House Jerusalem
- Palestinian Territories, Ramallah, America House Ramallah
- Tunisia, Tunis, American Corner Tunis
- Algiers, Algeria, Algiers IRC**

South and Central Asia:

- Bangladesh, Dhaka, Edward M. Kennedy Center
- India, New Delhi, American Center New Delhi
- Kazakhstan, Almaty, American Corner Almaty
- Kyrgyz Republic, Bishkek, Bishkek America Borboru
- Maldives, Malé, American Corner Malé
- Nepal, Kathmandu, Nepal Book Bus
- Pakistan, Karachi, Lincoln Learning Center
- Sri Lanka, Kandy, Kandy American Corner
- Tajikistan, Dushanbe, Dushanbe American Corner
- Turkmenistan, Ashgabat, Information Resource Center

Western Hemisphere:

- Argentina, Buenos Aires, Instituto Cultural Argentino Norteamericano
- Bolivia, Cochabamba, Centro Boliviano Americano Cochabamba**
- Brazil, Brasília, Casa Thomas Jefferson
- Chile, Santiago, Instituto Chileno Norteamericano
- Colombia, Pereira, Centro Colombo Americano
- Ecuador, Cuenca, Centro Ecuatoriano Norteamericano Abraham Lincoln
- Honduras, San Pedro Sula, Centro Cultural Sampedrano
- Mexico, Mexico City, Benjamin Franklin Library
- Nicaragua, Managua, Centro Cultural Nicaraguense Norteamericano
- Venezuela, Maracaibo, Centro Venezolano Americano del Zulia

****New Priority Space in fiscal year 2016**

AMERICAN SPACES SUPPORT—SPACES WITH HIGHEST FUNDING

FY 2014 - (Range: \$188,000-\$857,000)*	<ul style="list-style-type: none"> • Brazil, Brasilia, Casa Thomas Jefferson • Jordan, Amman, American Language Center • India, New Delhi, American Center New Delhi • Argentina, Buenos Aires, Instituto Cultural Argentino Norteamericano • Colombia, Pereira, Centro Colombo Americano • Vietnam, Ho Chi Minh City, American Center Ho Chi Minh City • Kazakhstan, Almaty, American Corner Almaty • Mexico, Mexico City, Benjamin Franklin Library • Zimbabwe, Bulawayo, National University of Science & Technology • Bangladesh, Dhaka, Edward M. Kennedy Center
FY 2015 - (Range: \$177,000-\$750,000)*	<ul style="list-style-type: none"> • Ukraine, Kyiv, America House Kyiv • Sri Lanka, Kandy, Kandy American Corner • Chile, Santiago, Instituto Chileno Norteamericano • Korea, Seoul, American Center Korea • Democratic Republic of Congo, Kinshasa, American Corner Limete • Indonesia, Jakarta, @america • Venezuela, Maracaibo, Centro Venezolano Americano del Zulia • Morocco, Casablanca, Dar America • Germany, Stuttgart, German-American Institute • Nicaragua, Managua, Centro Cultural Nicaraguense Norteamericano • Ecuador, Cuenca, Centro Ecuatoriano Norteamericano Abraham Lincoln • Rwanda, Kigali, Kigali American Corner • Nepal, Kathmandu, Nepal Book Bus • Turkey, Gaziantep, Gaziantep American Corner • South Africa, Cape Town, USinfo@Central American Corner • Brazil, Brasilia, Casa Thomas Jefferson • Colombia, Pereira, Centro Colombo Americano • Pakistan, Karachi, Lincoln Learning Center • Georgia, Batumi, Batumi American Corner • Vietnam, Ho Chi Minh City, American Center Ho Chi Minh City

*Amounts reflect one-time investments; higher amounts largely represent funding for facilities and technology.

IIP-SMITHSONIAN VISITS TO AMERICAN SPACES FY 2012–FY 2015

In 2012, IIP and the Smithsonian Institute created the Model American Spaces Program. Between fiscal years 2012 and 2015, project teams consisting of Smithsonian experts and IIP staff made 18 visits to American Spaces worldwide. During these visits, the teams developed concept designs to renovate physical spaces for a more American “look and feel” and updated staff on content to address key foreign policy issues through more dynamic programming. Upon their return to the U.S., the teams provided follow-up coordination and guidance to the staff of the American Spaces they had visited to bring the new design concepts to fruition. IIP-Smithsonian online design resources and virtual consultations allowed an additional 19 American Spaces to undertake transformational renovations. ACPD commends this collaboration to ensure that these American Spaces showcase the best of American ingenuity, innovation and design while providing a positive user experience in strategic locations around the world.

- Democratic Republic of Congo, Kinshasa, American Corner Limete - October 2014
- South Africa, Pretoria, Mae Jemison U.S. Science Reading Room (American Corner) - January 2013
- South Africa, Pretoria, American Corner - October 2014
- South Africa, Cape Town, USinfo@Central American Corner - October 2014
- Zimbabwe, Bulawayo, National University of Science & Technology - October 2014
- Korea, Seoul, American Center Korea - November 2014
- Philippines, Manila, Mobile American Corner - January 2013**
- Vietnam, Ho Chi Minh City, American Center Ho Chi Minh City - March 2014
- Romania, Bucharest, American Corner at the National Library Bucharest - December 2012
- Jordan, Amman, American Language Center - January 2014
- Morocco, Casablanca, Dar America - January 2015
- Oman, Muscat, American Corner at Muscat Higher College of Technology - December 2012
- India, New Delhi, American Center New Delhi - February 2014
- Kyrgyz Republic, Bishkek, Bishkek America Borboru - November 2012
- Sri Lanka, Kandy, Kandy American Corner - November 2014
- Brazil, Brasilia, Casa Thomas Jefferson - December 2012
- Chile, Santiago, Instituto Chileno Norteamericano - November 2014
- Mexico, Mexico City, Benjamin Franklin Library - December 2012
- Ukraine, Kyiv, America House, - January 2015
- Israel, Jerusalem, America House Jerusalem - October 2015
- Israel, Jerusalem, America House Ramallah - October 2015
- Israel, American Center Jerusalem - October 2015

PRODUCTS

FY 2015 Actual – \$11.78 million; FY 2016 Planned – \$11.99 million

Products creates digital-first multimedia content in English and other languages—Arabic, Spanish, French, Portuguese, Chinese, Russian and Urdu—that aims to advance U.S. foreign policy objectives with key international audiences. The new web platform ShareAmerica is the bureau’s initial step in this effort.

- **Office of Editorial Content:** crafts materials for foreign publics to influence them on issues of interest to U.S. policymakers and help shape their opinions about the United States. The office’s original and curated English language content supports U.S. foreign policy priorities and the work of U.S. embassies and consulates, task forces, campaigns, bureau social media properties and feeds, speaker and specialist programs and American Spaces.
- **Office of Language Resources:** maximizes the accessibility and reach of IIP content worldwide by translating and adapting IIP’s English-language content into seven foreign languages, in addition to creating and curating original content in the before-mentioned languages.
- **Office of Video Production:** creates video and other multimedia content that provides context to foreign policy issues and aims to fuel conversations around U.S. policy priorities worldwide.
- **Office of the U.S. Speaker Program:** recruits American experts on issues tied to U.S. foreign policy priorities and works with U.S. embassies and consulates to connect speakers with international audiences, both in person and through virtual platforms.

OFFICE OF EDITORIAL CONTENT

The office creates social media friendly content for the bureau’s ShareAmerica platform. Optimized for users to share these materials and help targeted foreign audiences learn about the United States. The aim is to engage readers’ social circles on the priority themes of U.S. policymakers, including specific foreign policy initiatives, English language learning and spreading awareness of how a free, diverse and entrepreneurial people lives, works and contributes to global peace and economic prosperity.

Writers, graphic designers, illustrators and photo, web and copy editors work collaboratively with each other and IIP’s video office to create stylish, timely content that reaches a rising generation of global citizens via mobile devices and social media. To date, ShareAmerica has attracted more than 3.8 million unique foreign visitors. The most avid

readers of ShareAmerica content are in Spanish-speaking countries in the Western Hemisphere South Asian countries—particularly Bangladesh, Nepal and Pakistan—are also high-volume consumers.

The team is re-envisioning the role of print in a digital-first world. Soon, a new web-based, fully browsable library site will help colleagues in the field easily find and print materials. Long-form books printed at a single facility and shipped to embassies are also being replaced by lighter, more frequently updated digital publications designed for electronic distribution and local printing.

The team also oversees INFOCENTRAL, the State Department’s internal repository for press guidance and other not-for-public distribution items of use to the public diplomacy practitioner.

OFFICE OF LANGUAGE RESOURCES

IIP has translators and foreign-language social media and web specialists working in seven foreign languages (Arabic, Chinese, French, Portuguese, Russian, Spanish and Urdu) to provide posts and international audiences with IIP-produced content for their social media feeds and public diplomacy outreach efforts.

Translated materials, including social media pieces using key quotes, are more useful to mission personnel seeking to reach broader audiences in the media and general public. Other materials for translation include subtitles for videos, captions for infographics and frameworks for language websites. Subjects are often based on thematic content that responds to post and department priorities promoting entrepreneurship and girls’ education. On occasion, the office translates seminal remarks by the Secretary or the President in full when posts have a clear strategic use for the translation.

IIP Language Resources’ work is not simple translation. Elements of English-language social media articles are often adapted for specific language audiences through idioms that will resonate better with respective audiences. When a specific need arises, translators produce original articles in-language that do not appear in English or other languages.

Some of the language staffs—Chinese, Arabic and French—have social media writers and managers who produce original blog content or adapt the bureau’s English-language content to the more structured requirements of foreign social media. The Chinese team produces a “Wild Geese of Foggy Bottom” blog (<http://blogs.america.gov/mgck/>) and the Arabic team an “Al-Amreekania” blog (<https://www.facebook.com/Amreekani>). These teams research

and monitor social media trends and best practices among different language groups online; all of them also work to keep up with evolving usage of target languages.

Distribution for IIP's translated products is varied. Some missions release translations directly on websites through RSS feeds while others extract them from IIP regional newsletters or emails and put them online. Much depends on the local media environment. Vital to the success of any effort is having posts and regional bureaus partner closely with IIP in advance of an important speech or event to determine the translation, content strategy, and to identify key messages so the material reaches the field in a timely fashion.

OFFICE OF VIDEO PRODUCTION

IIP's Office of Video Production conceptualizes and produces video content designed to advance the State Department's foreign policy objectives by amplifying strategic messaging and fostering dialogue with key foreign audiences. Video products include, but are not limited to, social-media-optimized vignettes, ambassador introduction videos, issue based explainer pieces, narrative stories in the form of short documentaries, infographics and memes. The office delivers videos worldwide in local languages through digital and traditional media outlets, social networks and mobile devices. On the programmatic level, projects are conceptualized by ad-hoc working groups primarily comprised of policy and regional experts across the department and the interagency.

Post Support, Consultations and Trainings: IIP Video conducts consultations with PD officers in Washington and overseas. Consultations focus on best practices for social media content, how to plan and produce videos, and how to craft outreach strategies. Trainings are multi-day, hands-on, interactive training sessions for staff at posts that are already using video for PD outreach and who seek to deepen their skills in visual storytelling and strategic planning, advanced video

production, marketing and distribution. Through an agreement with online music licensing company De Wolfe Production Music, IIP Video also provides posts with access to thousands of royalty-free, high quality, and professionally produced music soundtracks for use in post-produced videos and other multimedia content created to support public diplomacy outreach.

OFFICE OF THE U.S. SPEAKER PROGRAM

The U.S. Speaker Program recruits dynamic American experts to engage international audiences on topics of strategic importance to the United States. Programs are conducted in-person and through virtual engagement platforms. Key themes include promoting entrepreneurship and innovation, countering violent extremism, advancing global security, increasing environmental diplomacy, combating gender-based violence and strengthening civil society, education, 21st century media and youth empowerment. The office conducts approximately 600 programs annually worldwide. The U.S. Speaker Program Office collaborates with U.S. embassies and consulates around the world to develop and implement customized programs; identifies and recruits prominent U.S.-citizen experts; tailors programs to meet specific needs of international audiences through workshops, lectures, seminars and consultations; utilizes innovative technologies to amplify messaging; and fosters long-term relationships between U.S. speakers and overseas audiences in order to sustain dialogue on key themes and issues.

In fiscal year 2015, the largest number of U.S. speaker programs focused on "Strengthening Civil Society, Democracy and Human Rights," and the rank order of regions programming on this theme was Sub-Saharan Africa, Europe/Eurasia, Western Hemisphere, Near East Asia, East Asia/Pacific and South/Central Asia. In fiscal year 2016, IIP expects to program more U.S. Speakers on elections, entrepreneurship and environment.

FY 2015 U.S. Speaker Program Statistics

Countering Violent Extremism: 16 Speakers

- AF – 3 [Traveling: 3; Virtual: 0; Target of Opportunity: 0]
- EAP – 0 [Traveling: 0; Virtual: 0; Target of Opportunity: 0]
- EUR – 8 [Traveling: 8; Virtual: 0; Target of Opportunity: 0]
- NEA – 3 [Traveling: 1; Virtual: 2; Target of Opportunity: 0]
- SCA – 1 [Traveling: 1; Virtual: 0; Target of Opportunity: 0]
- WHA – 1 [Traveling: 0; Virtual: 1; Target of Opportunity: 0]

Educational Diplomacy: 20 Speakers

- AF – 1 [Traveling: 0; Virtual: 1; Target of Opportunity: 0]
- EAP – 5 [Traveling: 4; Virtual: 0; Target of Opportunity: 1]
- EUR – 3 [Traveling: 0; Virtual: 1; Target of Opportunity: 2]
- NEA – 8 [Traveling: 5; Virtual: 3; Target of Opportunity: 0]
- SCA – 1 [Traveling: 1; Virtual: 0; Target of Opportunity: 0]
- WHA – 2 [Traveling: 2; Virtual: 0; Target of Opportunity: 0]

Entrepreneurship, Economics and Trade: 107 Speakers

- AF – 33 [Traveling: 8; Virtual: 20; Target of Opportunity: 5]
- EAP – 12 [Traveling: 10; Virtual: 1; Target of Opportunity: 1]
- EUR – 33 [Traveling: 14; Virtual: 13; Target of Opportunity: 6]
- NEA – 11 [Traveling: 2; Virtual: 9; Target of Opportunity: 0]
- SCA – 7 [Traveling: 5; Virtual: 1; Target of Opportunity: 1]
- WHA – 10 [Traveling: 7; Virtual: 2; Target of Opportunity: 1]
- GLOBAL – 1 [Traveling: 0; Virtual: 1; Target of Opportunity: 0]

Environmental Diplomacy: 37 Speakers

- AF – 6 [Traveling: 5; Virtual: 1; Target of Opportunity: 0]
- EAP – 4 [Traveling: 3; Virtual: 0; Target of Opportunity: 1]
- EUR – 2 [Traveling: 2; Virtual: 0; Target of Opportunity: 0]
- NEA – 6 [Traveling: 3; Virtual: 3; Target of Opportunity: 0]
- SCA – 10 [Traveling: 7; Virtual: 1; Target of Opportunity: 2]
- WHA – 9 [Traveling: 9; Virtual: 0; Target of Opportunity: 0]

Foreign Policy: 26 Speakers

- AF – 1 [Traveling: 1; Virtual: 0; Target of Opportunity: 0]
- EAP – 1 [Traveling: 0; Virtual: 1; Target of Opportunity: 0]
- EUR – 21 [Traveling: 13; Virtual: 0; Target of Opportunity: 8]
- NEA – 2 [Traveling: 0; Virtual: 0; Target of Opportunity: 2]
- SCA – 1 [Traveling: 1; Virtual: 0; Target of Opportunity: 0]
- WHA – 0 [Traveling: 0; Virtual: 0; Target of Opportunity: 0]

Gender-Based Violence: 12 Speakers

- AF – 2 [Traveling: 1; Virtual: 1; Target of Opportunity: 0]
- EAP – 0 [Traveling: 0; Virtual: 0; Target of Opportunity: 0]
- EUR – 1 [Traveling: 1; Virtual: 0; Target of Opportunity: 0]
- NEA – 1 [Traveling: 1; Virtual: 0; Target of Opportunity: 0]
- SCA – 2 [Traveling: 2; Virtual: 0; Target of Opportunity: 0]
- WHA – 6 [Traveling: 4; Virtual: 0; Target of Opportunity: 2]

Promoting Gender Equality: 12 Speakers

- AF – 6 [Traveling: 1; Virtual: 5; Target of Opportunity: 0]
- EAP – 2 [Traveling: 2; Virtual: 0; Target of Opportunity: 0]
- EUR – 1 [Traveling: 1; Virtual: 0; Target of Opportunity: 0]
- NEA – 0 [Traveling: 0; Virtual: 0; Target of Opportunity: 0]
- SCA – 1 [Traveling: 1; Virtual: 0; Target of Opportunity: 0]
- WHA – 2 [Traveling: 2; Virtual: 0; Target of Opportunity: 0]

Science, Technology, Engineering and Math (STEM) Education: 11 Speakers

- AF – 0 [Traveling: 0; Virtual: 0; Target of Opportunity: 0]
- EAP – 1 [Traveling: 1; Virtual: 0; Target of Opportunity: 0]
- EUR – 2 [Traveling: 2; Virtual: 0; Target of Opportunity: 0]
- NEA – 4 [Traveling: 4; Virtual: 0; Target of Opportunity: 0]
- SCA – 0 [Traveling: 0; Virtual: 0; Target of Opportunity: 0]
- WHA – 4 [Traveling: 2; Virtual: 0; Target of Opportunity: 2]

Strengthening Civil Society, Democracy and Human Rights: 182 Speakers

- AF – 69 [Traveling: 27; Virtual: 36; Target of Opportunity: 6]
- EAP – 17 [Traveling: 14; Virtual: 2; Target of Opportunity: 1]
- EUR – 31 [Traveling: 14; Virtual: 10; Target of Opportunity: 7]
- NEA – 21 [Traveling: 10; Virtual: 10; Target of Opportunity: 1]
- SCA – 14 [Traveling: 11; Virtual: 3; Target of Opportunity: 0]
- WHA – 30 [Traveling: 24; Virtual: 2; Target of Opportunity: 4]

Youth Leadership: 17 Speakers

- AF – 13 [Traveling: 0; Virtual: 13; Target of Opportunity: 0]
- EAP – 3 [Traveling: 0; Virtual: 2; Target of Opportunity: 1]
- EUR – 0 [Traveling: 0; Virtual: 0; Target of Opportunity: 0]
- NEA – 0 [Traveling: 0; Virtual: 0; Target of Opportunity: 0]
- SCA – 1 [Traveling: 1; Virtual: 0; Target of Opportunity: 0]
- WHA – 0 [Traveling: 0; Virtual: 0; Target of Opportunity: 0]

Other Themes (including health issues and U.S. society): 17 Speakers

- AF – 1 [Traveling: 1; Virtual: 0; Target of Opportunity: 0]
- EAP – 4 [Traveling: 2; Virtual: 2; Target of Opportunity: 0]
- EUR – 8 [Traveling: 2; Virtual: 3; Target of Opportunity: 3]
- NEA – 0 [Traveling: 0; Virtual: 0; Target of Opportunity: 0]
- SCA – 1 [Traveling: 1; Virtual: 0; Target of Opportunity: 0]
- WHA – 3 [Traveling: 2; Virtual: 1; Target of Opportunity: 0]

PROGRAMS

FY15 Actual – \$7.55 million; FY16 Request – \$7.60 million

Programs works with policy experts across the State Department to design and execute data-driven public diplomacy engagement campaigns that engage foreign audiences abroad to advance U.S. foreign policy goals. This includes global and regional campaigns, in addition to country-specific initiatives and is informed by audience research and performance analysis. The group has three key offices:

- **Office of Public Engagement:** works with policy experts in the department's regional and functional bureaus to identify key foreign policy objectives that might be advanced by building public support for U.S. positions among foreign populations. Working with IIP's analytics team, the office identifies receptive and influential audiences that can help build support for U.S. positions within their communities and ultimately among government decision makers. The office identifies appropriate engagement tactics and draws upon the full array of IIP products and services to build and activate these networks of supporters.
- **Office of Regional Strategy and Training:** works with regional and functional bureaus in Washington and with posts abroad to develop public diplomacy strategies with IIP tools to advance key global and regional U.S. government priorities. It also provides training on IIP products and programs to help posts implement PD strategies using the most up-to-date technology and digital tools. In addition, the office runs the department's social media support and strategy helpdesk and is the lead on implementing the department-wide rollout of a social media management tool to all posts and bureaus. Lastly, the office runs and operates the department's TechCamp program, designing and delivering two-day, interactive workshops and resulting follow-on projects and programs that connect civil society groups with technology experts to create real-world solutions to policy issues.
- **Office of Analytics:** specializes in the analysis of audience research and digital communications data to provide insights about the audiences we seek to reach and the narratives and content driving digital discussions, while assisting colleagues in the optimization of their own digital engagement. IIP's analytics team conducts focus groups and opinion polls in addition to using government, commercial and open-source data on the interests, attitudes and information consumption habits of audiences across the globe to inform the develop-

ment of IIP public engagement campaigns and global products. The office measures program and campaign performance to determine their effectiveness in meeting stated objectives and to inform tactical adjustments. It also supports digital platform initiatives such as ShareAmerica and the embassy website modernization project, collaborating with colleagues to provide data and analysis that inform their decisions and improve communications.

OFFICE OF PUBLIC ENGAGEMENT

The Office of Public Engagement pursues two interrelated lines of effort—building digital networks of engaged foreign citizens and building partnerships with foreign communities of interest in support of specific U.S. policy goals.

The office builds and maintains digital networks among strategically important groups to serve as potential champions on issues of importance to the U.S. government. As an example, the office has built the 250,000-person Young African Leaders Initiative (YALI) Network. In 2013, President Obama established the Mandela Washington Fellowship Program under YALI to offer U.S. travel and study fellowships to 500 (now 1,000) young Africans each year. Interest in the program was overwhelming, attracting 50,000 applications in the first year alone. IIP recognized in this applicant pool the opportunity to establish sustained digital engagement with thousands of young Africans who had expressed an interest in connecting with the United States but would not be able to participate in the flagship fellowship program. IIP created the YALI Network to continue nurturing relations with these motivated and positively disposed young people in this strategically important region of the world. IIP provides network members online training resources and opportunities to engage with American political, business and civil society leaders through web-based programs. IIP also works with U.S. embassy staff to offer network members offline networking and skills-building activities in IIP's American Spaces located throughout Africa. As IIP coordinates with AF on policy priorities for the region, the office uses the network to build popular support for U.S. positions.

The Office of Public Engagement's second line of effort is conceiving and executing public engagement campaigns designed to build partnerships with foreign publics in support of specific U.S. policy goals. IIP campaigns are focused, time-limited efforts created in collaboration with one or more of the State Department's policy bureaus and designed to achieve a specific, measurable outcome in support of one of the department's policy goals. The office draws upon IIP's capabilities in audience research,

performance analysis, website development, design, strategic communications, digital content production, translation, digital engagement and expert speaker recruitment to identify and engage audiences that can influence their communities and decision makers in favor of U.S. positions.

OFFICE OF REGIONAL STRATEGY AND TRAINING REGIONAL

IIP's regional and functional policy officers work with the State Department's Regional and Functional bureaus, as well as the Public Affairs Bureau (PA), Educational and Cultural Affairs Bureau (ECA), special offices and envoys, to develop strategies that advance their public diplomacy policy objectives. In conjunction with posts and the Bureau of Intelligence and Research's Office of Opinion Research (INR/OPN), IIP policy officers identify key insights about target audiences and behavioral objectives for those audiences. They then work with other offices in IIP to develop content and delivery plans for the messaging, in close coordination with regional bureaus, IIP policy officers also ensure that PD programs and products produced and supported by IIP are deployed to the field in an effective way. It coordinates the bureau's efforts to create a wide array of PD products for large-scale department events. For example, for the 2015 Global Entrepreneurship Summit, the office worked with other offices to create ShareAmerica content, a first-of-its-kind ShareAmerica landing page, infographics, an interactive web chat aimed at African entrepreneurs, a video, a web badge and social media and other translated content for posts. Finally, IIP officers, working with the Office of Analytics, measured the impact of the PD tools and products produced by IIP and report back to IIP leadership and regional and functional bureaus on this impact.

DIGITAL SUPPORT AND TRAINING

IIP's Digital Support and Training Division assists posts with building their in-house capacity by designing and delivering in-person, virtual and embedded training programs focused on the full range of IIP products, programs and platforms. Digital Support and Training works closely with all IIP offices and teams under a holistic approach to its external training efforts and contributes expertise and trainers to multiple projects and efforts, including support for regional bureau social media coordinators. The division designs, leads and evaluates all iterations of the Digital-First courses offered multiple times per year with the Office of American Spaces, training an estimated 360 foreign service officers (FSOs), locally employed staff (LES) and American Spaces partner coordinators in all regions by the end of 2016. The division works routinely with regional bureaus and posts to design, implement and measure effectiveness of online and in-person trainings for staff at

overseas posts. The division also coordinates on strategies and skills for digital and social media outreach and content, video production, virtual programming, digital strategic planning, collaboration tools and more, drawing from subject matter experts within various IIP offices and teams. Recent examples include a multi-part, months-long online training series on digital outreach strategies with the Bureau of South and Central Asian Affairs (SCA) and all SCA posts; a seven-part online training series on social media strategy for American Institute in Taiwan and the Bureau of East Asia and Pacific Affairs (EAP); ongoing, regular trainings on digital strategies and collaboration tools for users of IIP's modernized embassy websites, in partnership with the Office of Digital; in-person, hands-on training for locally employed staff working to support the YALI Network, in partnership with the Office of Public Engagement; and an upcoming online training series on analytics tools and strategies with the Office of Analytics.

The division operates the State Department's social media strategy and support helpdesk and leads the department-wide rollout and training of Hootsuite Enterprise, a social media management tool that allows increased messaging flexibility and accountability across multiple digital platforms and provides integrated analytics and data for better social media reporting and assessment of effectiveness. The division has trained and onboarded more than 800 Hootsuite users across all regions and multiple bureaus and provides ongoing assistance for troubleshooting, strategy and governance. The Digital Support and Training division also manages the Social Media Hub, the department's one-stop shop for social media resources and strategy materials. The Social Media Hub provides instructions and tips on most major platforms used by department social media practitioners, including Facebook, Twitter, Hootsuite, and YouTube. The site also aims to help social media managers stay current with State Department policies and industry best practices.

Another important element of the Digital Support and Training division is the TechCamp program, which moved to IIP in April 2015 in an effort to tie it more closely with public diplomacy's strategic priorities. TechCamps are two-day interactive workshops that link civil society representatives with technology experts to explore solutions to real-world challenges. They engage and empower NGOs, rights activists, journalists, advocacy groups and others, training them in the use of low-cost, easy-to-implement technological tools and concepts to make them more effective in the work they do. Since the program's creation in 2010, more than 50 TechCamps have been completed all over the world, reaching an estimated 3,200 civil society organizations and technology groups from 110 countries.

Under IIP, TechCamps now are directly tied to public diplomacy's highest priorities, identified by the Under Secretary for Public Diplomacy and Public Affairs: 1) supporting and defending civil society, 2) improving communication and digital literacy, and 3) countering violent extremism.

With resources from the Under Secretary, IIP funds 10 to 12 TechCamps each year, with four to six reserved for rapid-response, high-priority projects and the remaining six to eight prioritized for the regions. In IIP, each TechCamp includes built-in, substantive follow-on programs and projects to keep participants involved after the two-day workshop comes to a close. Since April 2015, IIP has completed full TechCamp projects in Latvia, India, Niger, Sweden, Tunisia, South Africa, Ukraine, Burma and Slovenia, with projects in Kazakhstan, Ghana and Georgia to follow. IIP provides consultative support and, in limited amounts, some funding for post-led, post-funded TechCamps, to help maximize reach of the program. Recent examples of such post-led TechCamps include projects in Haiti, Cote d'Ivoire, Benin and Uganda. All program participants, whether in IIP-funded or post-funded programs, become part of a TechCamp network that offers substantive follow-on projects, activities and continued connection to their embassy or consulate contacts.

OFFICE OF ANALYTICS

To build and measure effective communication strategies, IIP is enhancing the way it uses data in developing products and programs. The analytics team is integrating data analysis into all IIP communications initiatives and collaborating with colleagues to identify and better understand key audiences and conversations online. The team also refines communications efforts through iterative processes—cycles of data collection, data analysis, data adjustments, and improved communications.

The office provides a number of analytics products across IIP, including:

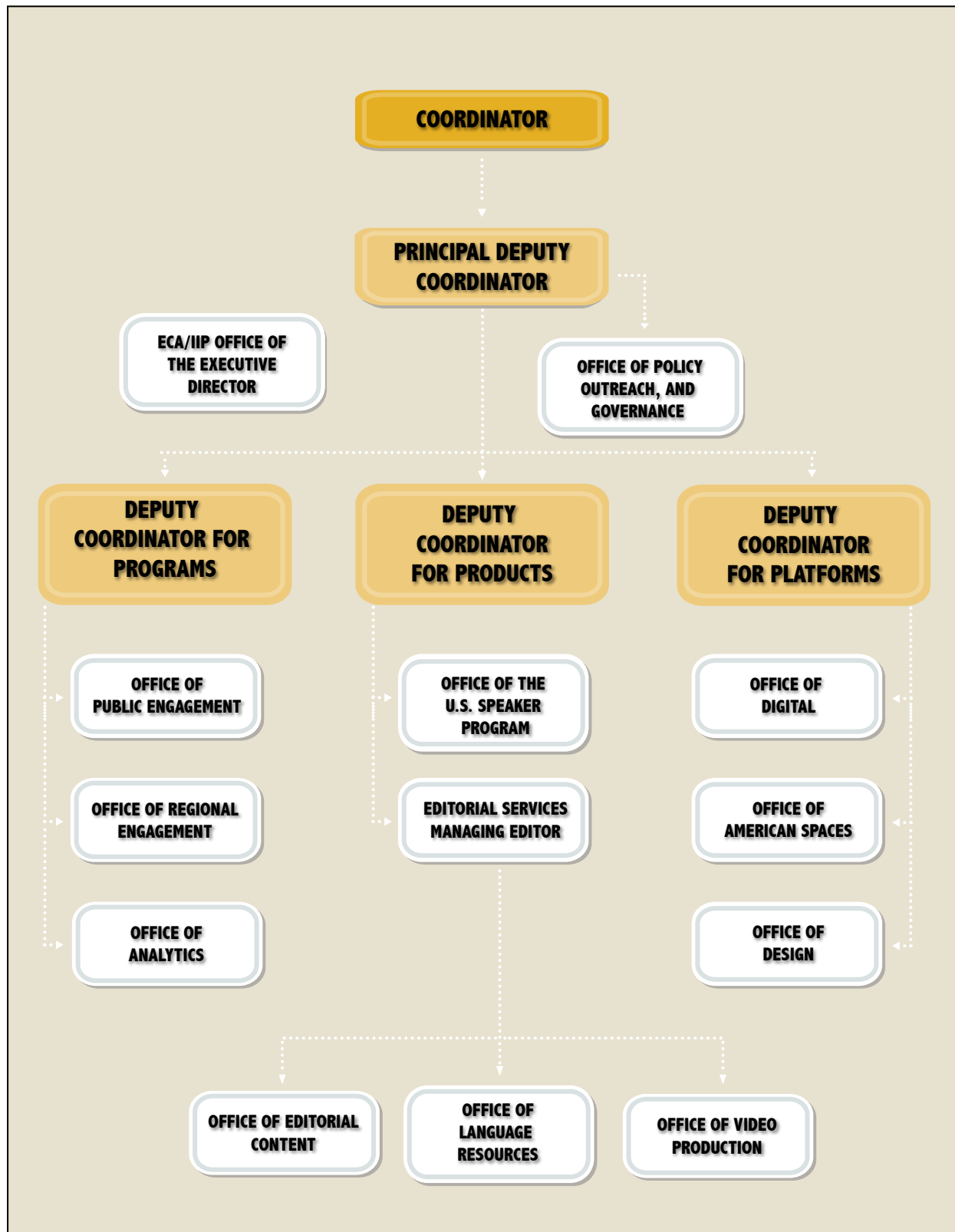
- **Audience research:** At the onset of a campaign, the Analytics team can analyze existing audience research data or conduct custom analysis of foreign audiences through public opinion polling or focus groups to help identify prevailing attitudes, establish baselines and understand how audiences talk and think about issues related to the project or PD activities. For example, the team recently completed a round of pre-COP 21 attitudes about climate among urban, college educated Indians to understand attitudes and opinions about climate change that helped inform messaging and establish a baseline to measure against post-COP 21.
- **Measurement strategy and planning:** At the early stages of a campaign or product, the Office of Analytics provides consultation on aligning measurement strategies with strategic goals. For example, the Embassy Website Modernization Project team has coordinated with the Analytics team to ensure they are measuring users' completion of key tasks and

engagement with PD content and that such reporting will be available to drive future design decisions.

- **Short-term social media analysis:** Following major events like the completion of nuclear negotiations with Iran or the restoration of diplomatic relations with Cuba, the Office of Analytics produces daily overviews of the social media conversation about these topics. This helps IIP understand how the conversation is unfolding among audiences abroad and informs future efforts as well as provides strategic advice to other customers across the department.
- **Standardized campaign reporting:** For long-term initiatives and products, like ShareAmerica, the Analytics team works closely with product and content owners to develop comprehensive interactive KPI dashboards. Analytics also designates an analyst to serve as the campaign lead for each IIP-led campaign to leverage the team's skills and capabilities to provide actionable insights to improve campaign content and performance. In addition, the team finds innovative ways to distribute key reports throughout the organization, such as setting up a channel on Slack, an internal collaboration tool, that automatically alerts users when a particular piece of web or social content outperforms benchmarks. The team also built a tool that provides end users with real-time data on the performance of IIP content across the department's digital properties. These assets provide a powerful real-time view of what content is succeeding across different regions, topics, audiences and platforms.

Given this wide array of services and growing demand across the bureau and the department, the Office of Analytics is currently looking to augment its workforce with additional personnel and competencies. Analytics also plans to take advantage of an IIP-wide blanket purchase agreements that will make state-of-the-art expertise in marketing and digital measurement available to the bureau and department.

IIP ORGANIZATIONAL CHART



WASHINGTON-DIRECTED ACTIVITIES



BUREAU OF PUBLIC AFFAIRS

BUREAU OF PUBLIC AFFAIRS (PA)

FY 2014 Actual - \$6.502 million; FY 2015 Actual - \$6.975 million; FY 2016 Planned - \$6.397 million; FY 2017 Request - \$6.155 million

The mission of the Bureau of Public Affairs (PA) is to communicate timely and accurate information to international and domestic media with the goal of advancing U.S. foreign policy goals and national security interests, as well as broadening understanding of American values. To achieve these objectives, PA uses a wide range of media platforms, conducts public outreach and provides historical perspective through the Office of the Historian. Through proactive interaction with foreign and domestic press, digital engagement and domestic outreach, PA helps the State Department and the U.S. government be part of policy conversations in a coordinated and strategic way.

To carry out this mission, PA conducts press briefings and facilitates interviews with U.S. government officials for domestic and foreign press; arranges reporting tours and cooperative broadcast media projects (Media Co-Ops) with foreign media to promote depth, accuracy and balance of their reporting of the United States and U.S. foreign policy priorities; manages the domestic main State Department website [state.gov] and core department social media platforms; provides strategic and tactical communications planning to advance America's foreign policy interests; organizes domestic outreach to explain why U.S. foreign policy is important to Americans; and answers questions for the media and public.

The fiscal year 2015 public diplomacy (D&CP) budget for the Bureau of Public Affairs was \$6.975 million (an increase from \$6.502 million in fiscal year 2014). The fiscal year 2016 budget planned is \$6.397 million and the fiscal year 2017 request was \$6.155 million. PA is made up of 241 staff members (205 civil servants, 36 foreign service officers, and 13 locally employed staff) and 25 contractors.

In 2016, the roles of spokesperson and Assistant Secretary for Public Affairs were merged and the Office of the Spokesperson was dissolved. The deputy spokesperson became a deputy assistant secretary-level position overseeing direct press engagement, including the Offices of International Media Engagement and Press Relations, as well as the USAID Press Office, the Foreign Press Centers, the Rapid Response Unit and the new Events and Travel Unit.

We reviewed eight offices within the Bureau of Public Affairs: The Offices of Digital Engagement; International Media Engagement; Press Operations; Strategic Planning; Video Services; the Foreign Press Centers; the Rapid Response; and the Events and Travel Units. Four of PA's offices (Office of the Historian, U.S. Diplomacy Center, Office of Public Engagement, and the Office of Intragovernmental Affairs) are not reviewed in this report because their activities do not intentionally target foreign audiences.

OFFICE OF DIGITAL ENGAGEMENT (ODE)

FY 2014 Actual - \$324,613; FY 2015 Actual - \$1.721 million; FY 2016 Planned - \$335,000; FY 2017 Request - \$345,050

Origin: 2011

The Office of Digital Engagement (ODE) communicates U.S. foreign policy through direct engagement with audiences on digital platforms and is responsible for maintaining the State Department's core social media properties. Its 20-person team creates and amplifies content across the State Department's flagship social media accounts, including Twitter (@StateDept and @StateDeptLive), Facebook, Flickr, Instagram, Tumblr, Google+ and SnapChat. The team also supports the administration of Secretary Kerry's Twitter feed (@JohnKerry). In addition, the ODE team maintains the department's official blog spots on DipNote and Medium, and produces audio podcast series published to iTunes and SoundCloud. In addition, ODE facilitates livestreaming of events with the Secretary and other senior-level department officials on www.state.gov and video.state.gov/live, as well as publishes videos of high-level engagements on video.state.gov, YouTube and Brightcove for on-demand viewing by the public. In FY15, ODE's budget increased by nearly \$1.4 million for maintenance costs of its digital platforms. In FY16, the budget decreased again to \$335,000.

The State Department's digital media presence (video, images, audio, blogging and social networking) is the largest in the federal government after the White House, with an aggregate of nearly 5 million followers. As of March 2016, online audiences on the department's core flagship platforms measured:

- **Twitter:** @StateDept – 2.29 million followers (95 percent increase from April 2015); @JohnKerry – 1.2 million followers (180 percent increase from April 2015); Foreign language accounts (Arabic, Farsi, Spanish, French, Portuguese, Urdu, Turkish, and Chinese) – 719,787 collective followers (no previous numbers to compare)
- **Facebook:** 1.4 million fans ([50 percent increase from April 2015](#))
- **YouTube:** StateVideo – 40,993 subscribers and 10.5 million views (38 percent increase from April 2015)

- **Flickr:** 46.8 million views (48 percent increase from April 2015)
- **Tumblr:** 119,340 followers (8 percent increase from April 2015)
- **Google+:** 407,052 followers with 21 million views (14 percent increase from April 2015)
- **Instagram:** 71,414 followers (465 percent increase from April 2015)
- **Medium:** 35,597 followers (launched in 2015; no previous numbers to compare)

In addition, the State Department's DipNote blog has also received 17.4 million reads since 2013.

Analytics and insights on engagement across key department social media platforms are captured and analyzed on a regular basis in order to gauge attitudes regarding U.S. foreign policy among online communities and help shape digital content development and messaging around priority policy messages. This data is fed into regular reporting to PA and State Department leadership. These insights also inform PA's decision-making around implementing targeted public engagements—such as Facebook Q&A's, Google Hangouts, Twitter chats and other digital events—in order to help shape the narrative around priority issues.

For example, following the re-establishment of diplomatic relations between the United States and Cuba, and the agreement to restore scheduled air service between our two countries, ODE saw increased engagement on the issue across department's platforms. As a result, ODE executed a series of Twitter chats with officials from Consular Affairs and Western Hemisphere Affairs that provided opportunity for the public to discuss American citizen travel to Cuba and U.S.-Cuba relations more broadly.

As ODE content represents the official social media voice of the U.S. Department of State and the Secretary, ODE often leads efforts to coordinate coverage of major department initiatives with other bureaus and posts, as well as the interagency community and the White House. Content developed for ODE properties is regularly repurposed, translated and systematically distributed to posts to assist them in furthering public diplomacy objectives. Examples of these coordinated digital amplification campaigns include the whole-of-government engagement around the 2016 Nuclear Security Summit and the collaborative effort undertaken to spotlight the Obama administration's leadership at the U.N. Framework Convention on Climate Change's annual Conference of Parties hosted in Paris (COP21).

OFFICE OF INTERNATIONAL MEDIA ENGAGEMENT (IME)

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 FY 2014 Actual - \$3.156 million; FY 2015 Actual - \$3.100 million; FY 2016 Planned - \$3.505 million; FY 2017 Request - \$2.889 million
 (Budget includes IME and 5 regional media hubs)
 Origin: 2010 (some hubs pre-date IME)

The Office of International Media Engagement (IME) is focused specifically on informing foreign audiences and advancing U.S. foreign policy priorities through broadcast, print and digital media in Washington, D.C. and its five regional media hubs in Brussels, Dubai, Johannesburg, London, and Miami. The Washington office and five regional media hubs together employ 35 staff members whose work with foreign journalists is closely coordinated with department bureaus, embassies and the interagency community.

IME develops and implements strategies and tactics to communicate U.S. foreign policy to diverse foreign audiences and pitches U.S. officials to the foreign press. IME and the media hubs facilitate interviews, conference calls, and briefings for U.S. officials with international media. IME also runs the "Live at State" program, a virtual press conference that has connected senior State Department officials with hundreds of journalists around the world. The five regional media hubs located in London, Brussels, Dubai, Johannesburg, and Miami work with regional bureaus and posts to engage the media on the top policy priorities of the day. They serve as homes to the State Department's Arabic, Spanish and Portuguese language spokespeople and administer several of the department's foreign language Twitter feeds. Hub staff members

support the department's outreach efforts at major international summits and events. The hubs also work with the Rapid Response Unit (RRU) and the department's regional bureaus to provide daily media analyses of local reaction to U.S. foreign policy actions and messages as well as regular reports on news media coverage related to major policy priorities. In 2015, IME and the hubs arranged more than 800 media engagements, with upwards of 200 U.S. government officials advocating for U.S. foreign policy on over 650 unique media outlets, targeting key audiences around the globe. With nearly half of IME's media engagements taking place in a foreign language, IME and the hubs are increasing the number of advanced media trainings to 11 in 2016 for Arabic, Spanish, French, Urdu, Persian and Russian, in order to increase the ability of U.S. government officials and spokespeople to communicate to foreign audiences through media.

In 2015, in close consultation with the Bureau of East Asian and Pacific Affairs (EAP), PA closed its media hub based in Tokyo. The closure reflected the U.S. shift in policy and economic emphasis to Southeast Asia, in addition to the fact that Tokyo was no longer the optimal location to maintain an operation focused on region-wide media engagement. In the past year, IME worked with one forward-deployed

officer in Kuala Lumpur to schedule meetings for U.S. senior officials with over 230 journalists from more than 75 outlets in 16 countries, including all of the Association of Southeast Asian Nations (ASEAN) countries, connecting

millions of readers and viewers directly to official U.S. voices. PA is working with EAP to establish a new hub in Southeast Asia in 2017, with a renewed focus on engaging these critical target audiences.

OFFICE OF PRESS RELATIONS (PRS)

PRS received no Diplomatic and Consular Program PD funds for FY 2014 and FY 2015; FY 2016 - \$83,000; FY 2017 Request - \$83,000
Origin: 1969

The Office of Press Relations (PRS) directly engages domestic and international media to communicate timely and accurate information that furthers U.S. foreign policy and national security interests. The office is led by a foreign service officer director and two deputy directors (civil servants), who manage a 26-person staff that includes press officers, media events and outreach officers, media monitors and administrative support staff. PRS also manages a six-person contract transcription team.

As one of the department's principal conduits for communicating foreign policy, PRS supports the spokesperson in preparing for the daily press briefing and produces the nightly department press guidance package that is used by public affairs officers (PAOs) worldwide. PRS disseminates information to the Washington press corps, including all official transcripts, policy statements by the Secretary of State and other press releases. The office also responds directly to queries from the Washington press corps and other domestically and internationally based journalists on all matters involving department policy and programs. PRS maintains a 24-hour operation to accomplish its mission and its press officers serve as 24/7 duty officers for the entire PA bureau.

Additionally, the PRS media outreach team schedules interviews for U.S. officials with domestic media outlets and proactively proposes press engagements to promote U.S. policy initiatives and goals. The PRS media monitoring team researches and disseminates daily media clips to keep department officials updated on coverage of foreign policy. PRS provides logistical support and expertise to the Secretary for all events and meetings with a media component held at the State Department and at other domestic venues, including press conferences and speaking engagements. PRS also provides operational support for special events involving other senior department officials.

Starting in 2016, the Press Office will launch a new searchable Press Guidance Database (with records dating back to 2010). This resource tool will allow public affairs and public diplomacy officers in Washington and at every embassy to retrieve public affairs guidance, statements and other press releases on all topics of interest. This will help ensure consistent messaging across the department and expedite response times with the media.

OFFICE OF STRATEGIC PLANNING (OSP)

OSP receives no Diplomatic and Consular Program PD funds.
Origin: 2012

The Office of Strategic Planning (OSP) works to advance U.S. foreign policy priorities by developing strategic communications plans and advising department offices on how to leverage various Public Affairs Bureau tools. As a liaison to department offices and the U.S. government interagency, the office of seven staff members coordinates PA resources to promote mid- and long-term communications goals.

OSP serves as the first point of contact for department offices on regional and functional issues to engage the Public Affairs Bureau in support of major department activities, events and initiatives. The office also coordinates strategic public affairs outreach with outside organizations and other U.S. government agencies conducting public diplomacy activities to promote foreign policy interests. As the overall communications lead on the Nuclear Security Summit, OSP liaised with the Department of Defense in an

effort to push messages out to millions of people across the world. OSP works with the U.S. Agency for International Development (USAID) and the Department of Commerce on the President's Global Entrepreneurship Summit, which aims to promote entrepreneurship worldwide by linking U.S. and international entrepreneurs with investors and mentors to promote economic growth globally. Through public-private partnerships, organizations like Bloomberg Philanthropies work with OSP on strategic communications efforts that engage subnational actors (e.g., state and local government officials in the U.S. and overseas) in key foreign policy issues, such as combating climate change and countering violent extremism. These ongoing efforts to "direct and connect" department bureaus and offices to the PA offices that will best meet their public affairs needs aims to ensure the strategic alignment of PA's engagement tools and resources with department priorities.

OFFICE OF VIDEO SERVICES (OVS)

FY 2014 Actual - \$575,589; FY 2015 Actual - \$223,490; FY 2016 - \$250,000; FY 2017 Request - \$257,500
Origin: 1999

The Office of Video Services (OVS), formerly the Office of Broadcast Services (OBS), works to advance U.S. foreign policy priorities and positions by providing video coverage of the activities and policy messages of the Secretary of State, the department's spokesperson and other department principals, such as the under secretaries and assistant secretaries.

OVS provides assistance to journalists for in-studio events, such as network interviews and stand-ups, as well as staffing for internal "Live at State" programming and coverage of major summits, conferences and fora. OVS maintains and provides the broadcast transport infrastructure to send and receive broadcast signals between the major broadcast and cable networks, the White House, the Department of Defense, Defense Video and Imagery Distribution System (DIVIDS), the Senate and House, as well as the D.C. and N.Y. Foreign Press Centers. OVS staffs events and maintains the FPC briefing facility at State Annex 16, co-located with the D.C. Foreign Press Center at the National Press Building.

By utilizing existing OVS terrestrial networks and forming ad hoc satellite or internet protocol-based signal transport networks, OVS deploys signal acquisition team members

internally and externally, domestically and abroad, in order to capture department activities live and via video. From the point of origin, these live signals are sent to the OVS Master Control and Studio facilities team, where they are routed to internal and external partner platforms. The engineering and infrastructure team maintains a fluid broadcast workflow that allows other department offices and organizational partners to receive OVS signals and create their own derivative web, social media and broadcast products.

As a result of the 2014/2015 video assessment recommendations, OVS will refresh many components of its infrastructure and replace several hardware and software systems that no longer work. OVS will deploy greener, IT-based components and extend its cloud-based operations and video-over-IP footprint (transporting video streams over the public internet instead of using satellites or fiber). These improvements will result in a greater capacity for faster, more efficient workflows that create synchronous broadcast signal transports between the department and more locations.

FOREIGN PRESS CENTERS (FPCS)

FY 2014 Actual - \$975,160; FY 2015 Actual - \$321,737; FY 2015 Planned - \$599,828; FY 2016 Request - \$717,823
Media Co-op Production: FY 2015 Actual - \$288,000; FY 2016 Planned - \$816,000; FY 2017 Request - \$634,480
Origin: 1946 (New York) and 1968 (D.C.)

Cost per participant for foreign reporting tour: \$7,000
Cost per media co-op: \$45,000

The Foreign Press Centers (FPCs) aim to advance U.S. foreign policy objectives by supporting foreign journalists and broadcasters' reporting on U.S. policies, domestic issues and American culture. The FPC's goal is to promote the depth, accuracy and balance of foreign reporting from the United States by providing direct access to authoritative American information sources. They also facilitate foreign media access to senior U.S. government officials through interviews, briefings and special events in order to amplify key strategic policy messaging and strengthen relations with members of the foreign press corps. The FPCs are located in Washington, D.C. and New York City, with a combined staff of 17 people. In addition, the FPCs assist foreign correspondents based in Los Angeles and San Francisco.

The FPCs support the professional work of foreign reporters in the United States, as well as those traveling to the United States on short-term assignments. FPC officials actively engage with the approximately 3,000 credentialed

U.S.-based foreign journalists, promoting in-depth and accurate coverage on issues of strategic importance by deepening foreign journalists' understanding of the political, economic, and social foundations that shape American foreign policy. They do this through four core activities: press briefings (including the provision of transcripts, video and audio recordings, and related documents from these programs); facilitation of interviews with senior U.S. government officials and other leading policy experts; distribution of statements and announcements from across the interagency; and reporting tours, which range from one-day local programs to multi-day trips outside of Washington, D.C. and New York.

In close coordination with U.S. embassies, FPCs also arrange reporting tours and media co-ops (cooperative multi-media production partnerships) with national, regional and independent foreign media. Media co-ops enable foreign television and radio stations to send producers

and crews to the United States to conduct interviews and gather video images and B-roll footage for original documentaries and news features about U.S. policies, events and issues of importance. The finished products are aired in their home countries. Media co-ops aim to advance U.S. government policy goals and increase understanding of the United States and American people by foreign audiences through the eyes and camera lenses of their own countries' journalists, which lends extra credibility to the final productions.

The average cost per media co-op is \$45,000. In fiscal year 2013, there were 47 completed co-ops and in fiscal year 2014, there were 54. In fiscal year 2015, PA arranged a total of 55 media co-ops for an average of \$45,000 each. Thirty-three were funded from PA's PD budget. Of the remaining 22, eight were Economic Support Fund-funded, seven were funded by embassies, and five were funded by regional bureaus. Media co-ops were previously under the Office of Broadcast/Video Services but in fiscal year

2016 the media co-ops were moved to Foreign Press Center management to leverage resources with foreign reporting tours.

FPC also conducts reporting tours for foreign journalists residing in the United States (domestic reporting tours) and for visiting overseas-based media (foreign reporting tours) to allow reporters to examine priority foreign policy issues in-depth. The average participant cost for each foreign reporting tour is approximately \$7,000 per participant (not including international travel costs and staff time) and \$250 per domestic reporting tour (not including staff time).

In calendar year 2014, the FPCs hosted 83 briefings, yielding 565 confirmed unique stories, and organized 62 reporting tours, including seven foreign tours that yielded at least 494 unique placements in foreign media outlets. In 2014, the FPCs (N.Y. and D.C.) hosted 92 briefings, 62 reporting tours (eight foreign and 56 local/domestic). In fiscal year 2015, the FPCs hosted 104 briefings and 51 reporting tours (nine foreign and 42 domestic/local).

RAPID RESPONSE UNIT (RRU)

FY 2014 Actual - \$306,735; FY 2015 Actual - \$699,505; FY 2016 Planned - \$522,000; FY 2017 Request - \$537,660

Origin: 2006

The Rapid Response Unit (RRU) continuously monitors foreign media and provides daily analysis of news and commentary to give policymakers, spokespersons and other U.S. government officials' insight into international coverage of policy issues and breaking news. Its work informs State Department strategic communications campaigns through its core products:

- "Rapid Response" morning report for officials on foreign reporting, with messaging guidance on timely issues;
- "Special Reports" on critical issues for target audiences;
- "Paper Briefs" and "Short Takes" for PA and the Secretary of State on developments in international media; and
- "WHA Early Alerts" on major news stories and reactions to U.S. official statements in the Western Hemisphere.

RRU's new periodic "What You Need to Know" report adds in-depth analysis and messaging on issues beyond the headlines, allowing messengers to proactively address key foreign policy issues that may not be front-page news around the world.

In developing these reports, RRU draws on the expertise of and coordinates closely with the regional media hubs and overseas missions. These reports enable department officials, domestically and abroad, to gauge foreign audience perspectives and tailor messaging to ensure their points are conveyed effectively. RRU is composed of 10 personnel: five full-time staff members and five contractors. Its audience includes over 1,300 official U.S. government personnel from across the interagency.

EVENTS AND TRAVEL UNIT

The unit receives no Diplomatic and Consular Programs PD funds
Origin: 2016 (as currently configured)

The Events and Travel Unit develops and executes the strategic media goals of the Secretary of State. The Events and Travel team travels with the Secretary on all international trips as communications staffers, assists the Secretary's staff on press components of the Secretary's domestic events, works with the Press Office to communicate with reporters and respond to incoming press inquiries, and supports the assistant secretary and/or deputy spokesperson while traveling with the Secretary.

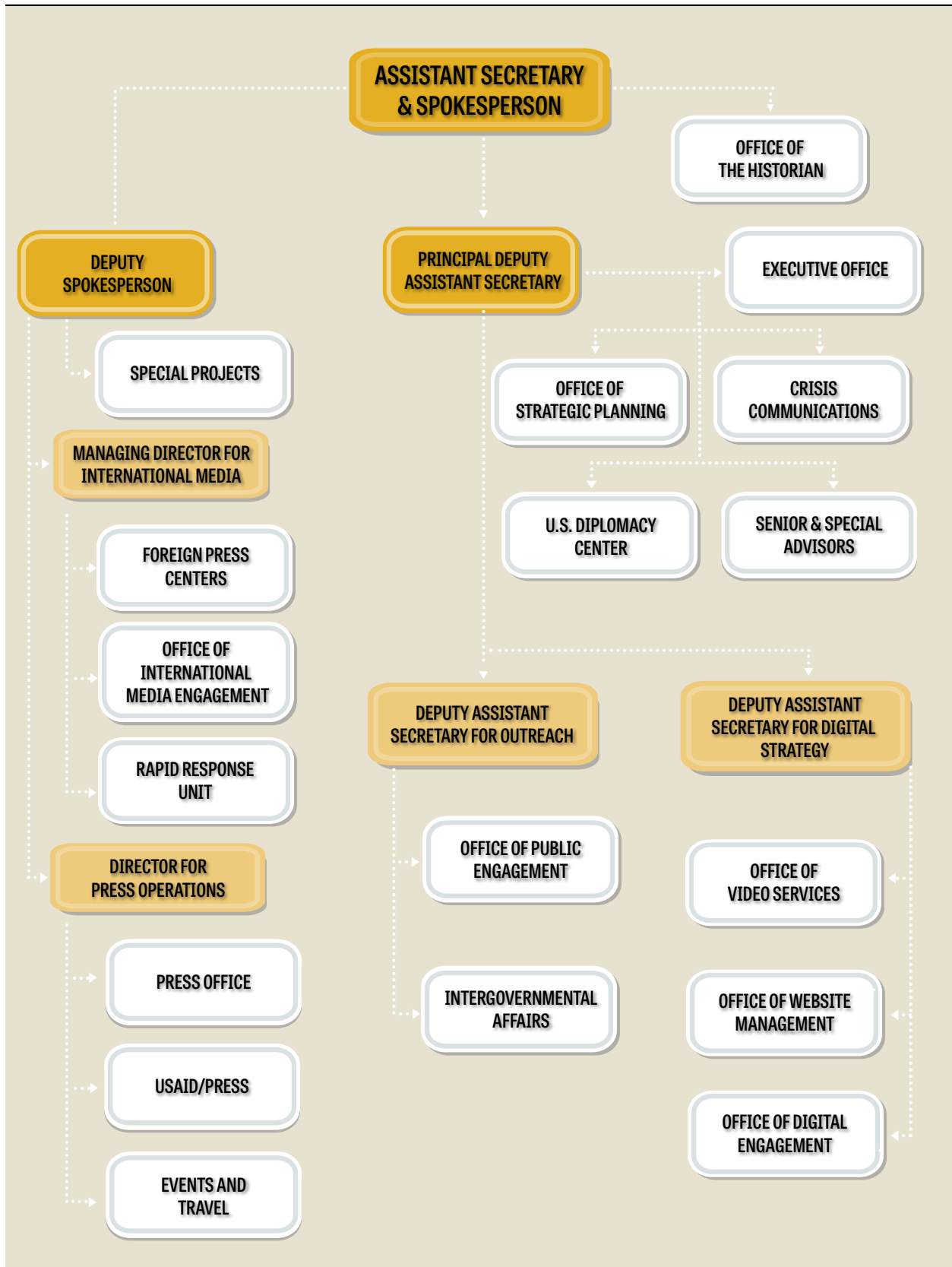
In 2016, following the Public Affairs Bureau reorganization and the combining of the spokesperson and assistant secretary positions, the Events and Travel team reports to the director of press operations, under the deputy spokesperson. Of the four staff positions located in this office in fiscal year 2016, three are permanent civil service positions loaned from other offices in the PA bureau and one is a contractor support position.

In close coordination with the Secretary's staff and the rest of the communications team, Events and Travel, as currently configured, plans, implements and drafts press releases for all of the Secretary's events with a media component, generates Q&A packets (talking points) for the Secretary's press availabilities and media interviews, and compiles the Secretary's and other senior DOS officials public schedules for release to press.

Events and Travel staff focus on supporting the Secretary

and Assistant Secretary for Public Affairs on international and domestic travel by coordinating backgrounders with senior officials; working with the regional and functional assistant secretaries and the department's chief of staff on reviewing, drafting and editing press talking points for the Secretary; working with the advance team to review and adjust press logistics plans prior to visits; and engaging with posts to ensure proper support. The team advocates for the traveling press corps on secretarial trips and serves as the conduit for press to the Secretary's office on all press logistics (including hotel rooms, file centers and transportation) and on press budgets. On secretarial trips with larger public diplomacy events, the staff may send an advance person as part of the overall advance team in order to track and facilitate specific needs. During such trips the team is responsible for the spokesperson's social media accounts, including the @StateDeptSpox account, which has nearly 57,000 followers. While traveling with the Secretary, the team is also responsible for tweets on behalf of the Secretary.

PA ORGANIZATIONAL CHART



WASHINGTON-DIRECTED ACTIVITIES



GLOBAL ENGAGEMENT CENTER

U.S. Secretary of State John Kerry makes remarks at the Counter-ISIL Ministerial Joint Ministerial Plenary at the U.S. Department of State in Washington D.C., on July 21, 2016. [State Department Photo]

GLOBAL ENGAGEMENT CENTER* (GEC)

* Formerly the Center for Strategic Counterterrorism Communications (CSCC)

FY13 Actual - \$4.99 million; FY14 Actual - \$6.08 million; FY15 Actual - \$8.9 million; FY16 Actual - \$15.94 million; FY17 Request - \$21.5 million

On January 8, 2016, to intensify efforts to counter violent extremism, the administration announced the establishment of the Global Engagement Center (GEC). On March 14, 2016, the President signed Executive Order 13721, directing the GEC to coordinate, integrate and synchronize government-wide communications activities directed at foreign audiences abroad in order to counter the messaging and diminish the influence of international terrorist organizations abroad.

The new executive order revoked the previous one establishing the Center for Strategic Counterterrorism Communications (CSCC), which the GEC replaces. The GEC is an interagency entity that works under the direction of the President and the Secretary of State, and is led by the Special Envoy and Coordinator for the GEC. This report references budget figures for both CSCC and GEC, since the CSCC existed for a portion of FY 2016.

Countering violent extremist propaganda in real time is a 21st century challenge. The United States faces dynamic

adversaries that consider the information battlespace as important as the physical battlespace. Consequently, the U.S. government must be flexible and adaptable in its response as the threat evolves.

BUDGET

In fiscal years 2013 and 2014, CSCC's total budgets were \$4.999 million and \$6.073 million respectively (including reimbursements and increases). In fiscal year 2015, its base budget was \$5.42 million with reimbursements and increases bringing the total to **\$8.9 million**.

Current fiscal year 2016 requested expenditures for GEC are \$5.6 million with anticipated current reimbursements and increases bringing the fiscal year 2016 total to **\$15.94 million**. The center is expected to grow from 61 (current) staff members to 151 (by the end of fiscal year 2018), which requires increased procurement of technologies and supplies and the expansion of workspace. In fiscal year 2017, the request is for **\$21.5 million** in funding.

GEC NEW APPROACH/FY 2016 PLANS

To drive a new, integrated approach, the new Global Engagement Center, like the CSCC before it, draws on an interagency staff from the Departments of Defense, Treasury, Justice, Homeland Security, State, USAID and the intelligence community to implement new approaches to disrupt extremist propaganda.

THE GEC'S NEW STRATEGY FOCUSES ON FIVE AREAS

1. **Data-driven Activities:** The GEC aims to fully exploit data and analytics to develop, test and evaluate themes, messages and messengers. This requires: identifying, combining and managing multiple sources of data from across the U.S. government and its partners; and using advanced data-analytics models to optimize operational outcomes and yield better decision making. The GEC will develop a clear strategy for how to use data and analytics to compete and deploy the right technology architecture and capabilities.
2. **Third-party Focus:** The GEC will use interagency and private sector expertise to craft messaging that is effective in countering the propaganda of violent extremists. Its content

will be created through two means: content production and content collection/curation. GEC's focus on sharing and curating content written by third-party subject matter experts will work to facilitate a variety of perspectives, sentiments and objectives.

3. **Thematic Campaigns:** The GEC will conduct messages and campaigns primarily with a global network of partners and unilaterally as required. GEC campaigns will build narratives around thematic campaigns about the reality of Daesh, such as poor governance, abuse of women and the narratives of defectors.
4. **Develop a Global Network of Partners:** The GEC recognizes that violent extremist organizations abroad operate as a decentralized, resilient network. To counter radicalization and recruitment, the GEC is working to cultivate and empower a stronger information-sharing network of credible voices worldwide. This includes building, maintaining and sustaining partnerships from grassroots to national levels, with private-sector entities, non-governmental organizations and others as appropriate in support of the GEC mission.
5. **Innovative, Agile and Flexible Approaches:**

To effectively operate the the GEC has adopted a startup mentality that is 1) innovative, drawing from industry and partner ideas and technologies; 2) agile, capable of anticipating and moving in the information space at or faster

than the pace of violent extremist organizations; and 3) flexible, having the organizational ability to adapt in size, responsiveness and technology, in addition to having the ability to achieve objectives and goals.

OFFICES AND RESPONSIBILITIES

The GEC is comprised of five core offices:

NETWORK ENGAGEMENT

Staff Size: Currently 5; increasing to 17 by fiscal year 2018

This office is the action arm for coordinating, integrating and synchronizing messaging efforts across and within all U.S. government and coalition partners' countering violent extremism (CVE) lines of effort. The team consists of personnel from seven different agencies, which is a critical aspect of effectively coordinating messaging. They bring with them information and many resources and capabilities used to support CVE messaging activities.

DATA ANALYTICS

Staff Size: Current 13; increasing to 37 by fiscal year 2018

This office uses big data analytics technologies to assess the violent extremists' activity online and through social media, as well as to assess the impact of counter-messaging efforts on foreign audiences. This effort includes using the latest government technologies, like DARPA's Quantitative Crisis Response system, and Silicon Valley technologies, like Crimson Hexagon. These tools help quantify and measure the effect of efforts to diminish the influence of violent extremists abroad.

PARTNERSHIPS

Staff Size: Currently 7; increasing to 22 by fiscal year 2018

This office engages partners in priority areas around the globe to expand the network of credible voices against Daesh and violent extremist ideology. Cultivating an interconnected, empowered network that includes coalition partners, messaging centers, civil society organizations, NGO's, grassroots activists and sub-national governmental entities, in which elements work individually and in concert to "break the brand" of Daesh and other violent extremist groups.

CONTENT/PRODUCTION

Staff Size: Currently 25; increasing to 44 by fiscal year 2018

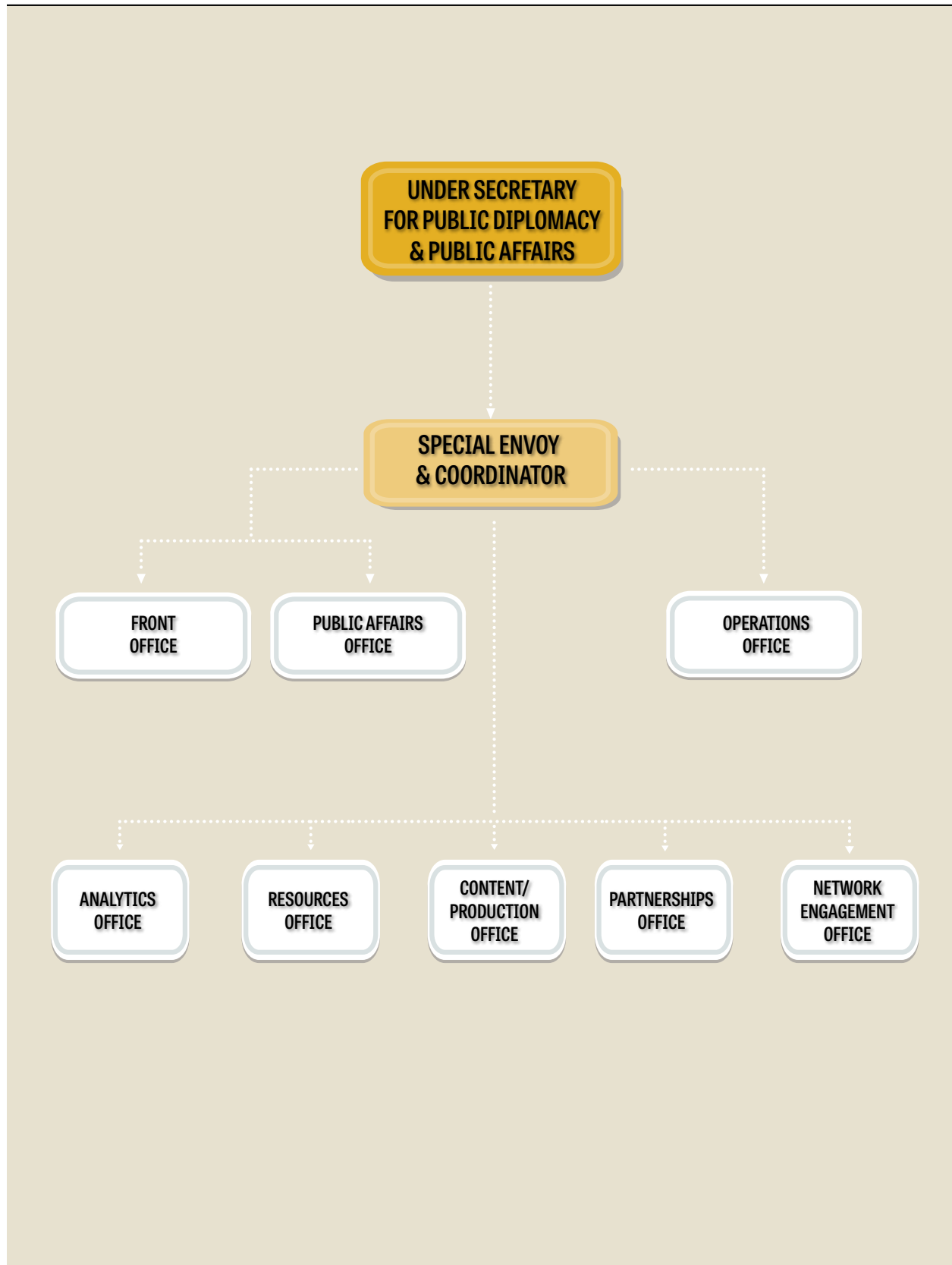
This office generates digital content and messaging themes to counter Daesh's narratives and expose the organization's true nature. Both independently and in collaboration with various partners, GEC develops and amplifies narratives to reduce Daesh's appeal with at-risk audiences and encourages positive influencers to intervene. The team uses a variety of dissemination vehicles, including social media platforms, NGOs, U.S. embassies, DoD assets and other U.S. government and coalition communicators and officials.

RESOURCES

Staff Size: Currently 5; increasing to 18 by fiscal year 2018

The team is the action office for executing all internal management functions, as well as for assuring management-related liaison with all external parties. It works to ensure that resources are aligned and integrated to enable the activities of other offices and to advance the mission of the center.

GEC ORGANIZATIONAL CHART



WASHINGTON-DIRECTED ACTIVITIES



OTHER FUNCTIONAL BUREAU PUBLIC DIPLOMACY ACTIVITIES

Assistant Secretary of State for Population, Refugees, and Migration Anne Richard, Special Representative to Muslim Communities Shaarik Zafar, UNHCR Special Envoy Angelina Jolie Pitt, and U.S. Secretary of State John Kerry participate in an interfaith Iftar reception to mark World Refugee Day at the All Dulles Area Muslim Society in Sterling, Virginia, on June 20, 2016. [State Department photo]

OTHER FUNCTIONAL BUREAU PUBLIC DIPLOMACY ACTIVITIES

In the State Department's organizational structure there exist both regional bureaus and functional bureaus. While the six regional bureaus and the Bureau of International Organizations report to the Undersecretary for Political Affairs and have primary responsibility for bilateral relations with countries in their regions, there are more than 30 functional bureaus that serve as the thematic lead on global issues such as human rights, counterterrorism, and the environment. While the three bureaus responsible for public diplomacy activities in Washington (PA, IIP, and ECA) have been detailed in other chapters, there are many others that play a role in engaging the public on cross cutting issues.

To ensure proper outreach and messaging on these important issues, the functional bureaus' press and public diplomacy teams work to ensure that the State Department's advocacy on behalf of these cross-cutting issues is consistent across countries and regions.

In this section ACPD examines 11 functional bureaus that have significant public outreach operations or potential. These activities are largely funded and managed by their bureaus but some offices receive ".7 D&CP funds" from the Under Secretary for Public Diplomacy and Public Affairs as noted under their title. Where available, budget data is provided.

BUREAU OF CONFLICT AND STABILIZATION OPERATIONS (CSO)

CSO receives no public diplomacy (.7) program funds

The Bureau of Conflict and Stabilization Operations (CSO) advances the Department of State's understanding of violent conflict through analysis and planning; monitoring, evaluation and learning; and targeted, in-country efforts that help the U.S. government anticipate, prevent and respond to conflict and promote long-term stability. CSO's public diplomacy (PD) team consists of a Foreign Service public affairs officer and a civil service public affairs assistant working under the guidance of the Office of Partnerships and Strategic Communications (PSC) director and deputy director. Individual staff participates in developing strategic communications and outreach activities as required for overseas programs.

Social Media: CSO maintains an active Twitter account (@StateCSO) and Facebook page (www.facebook.com/stateCSO) managed by a public affairs specialist. As of late May 2016, CSO had more than 5,700 followers on Twitter and 33,100 followers on Facebook.

Sample Programs: Examples of CSO's foreign public engagement include conflict and violence mitigation efforts in Guinea and a partnership with the U.S. Institute of Peace to support research that will help counter violent extremism:

- **Guinea:** CSO co-led an interagency assessment of Guinea's Forest Region in May 2015 to identify concrete, feasible steps the U.S. government could take to mitigate the risk of conflict and reduce the potential for large-scale and deliberate violence against civilians. Per the assessment's recommendations, CSO has undertaken three efforts to better understand and reduce the likelihood of violence in the region. First, in October 2015, CSO began implementing an early warning and early response effort to prevent and mitigate

violence around Guinea's presidential and local elections. Second, in March of 2016, CSO deployed a conflict officer to the U.S. embassy in Conakry to monitor and report on conflict risks and serve as the embassy's diplomatic link to the Forest Region. Third, in April 2016, CSO will begin implementing a facilitated dialogue and dispute resolution program in the Forest Region. The program is designed to reduce longstanding tensions between polarized leaders in the region and to build local capacity for alternative dispute resolution.

- **Researching Solutions to Violent Extremism (RESOLVE) Network:** To strengthen global Countering Violent Extremism (CVE) efforts, CSO and USAID, in partnership with the U. S. Institute of Peace (USIP), launched the RESOLVE global research network at the United Nations General Assembly (UNGA) in 2015. The RESOLVE network is a consortium of research organizations and individuals from across the academic and practitioner spectrum with a secretariat hosted by USIP. Through a series of events and conferences held in fall 2015 and spring 2016, the RESOLVE network is working with researchers to gain perspectives on CVE in the local community context. Building up from the local level, the network is intended to leverage the combined research to provide policymakers and other practitioners with a more comprehensive and global approach to resisting violent extremism. Their work will influence policy, programs and public messaging efforts to help build effective, sustainable support for communities at risk of violent extremism.

BUREAU OF COUNTERTERRORISM AND COUNTERING VIOLENT EXTREMISM (CT)

CT receives no public diplomacy (.7) program funds

The Bureau of Counterterrorism and Countering Violent Extremism (CT) leads the State Department in developing and implementing counterterrorism strategies, policies, operations and programs. The bureau supports U.S. counterterrorism diplomacy; seeks to strengthen homeland security and efforts to counter violent extremism (CVE); and builds the capacity of partner nations to effectively deal with terrorism. The CT Bureau's Office of Public Affairs has two civil service employees based in Washington, D.C. to engage with domestic and international audiences, including media, academic organizations, non-governmental organizations, interest-based organizations and the general public. The bureau's engagement helps build support and deepen understanding for CT's objectives, policies, and initiatives. CT's CVE office serves as the lead for the Department of State's work to prevent radicalization to violence and recruitment to violent extremism and terrorism, including coordinating and integrating relevant assistance and engagement programs. The CVE staff also work with colleagues across the department and the interagency

community to serve as a hub for the department's CVE policy planning, assistance coordination and innovation, and external engagement. The office also facilitates strategic coordination with USAID's CVE secretariat and the domestic Interagency CVE Task Force, currently based at the Department of Homeland Security.

Social Media: CT has a Twitter handle (@StateDeptCT) that is maintained by one of the two aforementioned civil servants, who publicizes CT efforts and engages with relevant CT audiences. As of late May 2016, it had more than 10,300 followers in 140 countries. CT uses the Bureau of Public Affairs' Facebook page to publicize high-profile items. For its annual congressionally mandated high-profile Country Reports on Terrorism (CRT), CT works with the regional bureaus to get posts to participate in the roll-out. For the most recent report, 45 U.S. embassies and consulates posted about the CRT and CRT-related tweets were viewed 166,656 times and retweeted 360 times from the CT bureau's account alone.

BUREAU OF DEMOCRACY, HUMAN RIGHTS, AND LABOR (DRL)

FY 2014 Actual: \$117,000; FY 2015 Actual: \$77,000; FY 2016 Planned: \$77,000; FY 2017 Request: \$77,000

The Bureau of Democracy, Human Rights and Labor (DRL) works with interagency partners, non-governmental organizations (NGOs) and diplomatic posts to develop the U.S. government's human rights and democracy policy. It does so through: 1) utilizing diplomacy and public diplomacy tools to promote respect for human rights and strengthen democratic institutions and civil society; 2) producing annual country reports on human rights practices and international religious freedom; and 3) providing roughly \$400 million in foreign program assistance (not public diplomacy .7) funding. The Office of Policy Planning and Public Diplomacy (PPD) is staffed by two Foreign Service officers, five civil service officers, and two contractors who are based in Washington, D.C. It is divided into four teams: Public Diplomacy/Digital Diplomacy; Press; Policy Planning; and Congressional Affairs. In addition to public and legislative outreach, these teams coordinate DRL's strategic planning for the Quadrennial Diplomacy and Development Review (QDDR), the budget and regional and thematic human rights policies.

Social Media: DRL/PPD maintains a website (www.humanrights.gov), seven Twitter handles, (@Malinowski, @State_DRL, @intdisability, @intlaborrights, @knoxthames, @randyberry, @amsaperstein), two Facebook pages, a Flickr account, and an Instagram page for the DRL Bureau and several DRL Principals.

In 2015, DRL assumed control of and developed a new strategy for the Democracy Challenge Facebook page, enabling DRL to keep its large following of more than 2.3 million global fans and achieve fourth overall reach out of State Department social media properties. DRL's Facebook page grew by 75 percent and currently has approximately 91,000 followers as of late May 2016. The page continues to have a strong foreign following (80 percent). In 2015, the South Central Asia region tied with the Middle East in number of followers, together accounting for 28 percent of the fan base.

Media Engagement: In 2015 the DRL press team pitched, coordinated and secured dozens of print and broadcast interviews for DRL principals and colleagues on countries and issues ranging from Burma to Burundi and prisoners of conscience to repressive NGO laws. They also secured an exclusive profile of the Assistant Secretary of Democracy, Human Rights and Labor in Foreign Policy for Human Rights Day. DRL was interviewed or quoted in major publications and newswires, including: CNN; ABC News; the New York Times; the Washington Post, Al-Jazeera; Voice of America; C-SPAN; Bloomberg; Reuters; and the Associated Press among many others. During the year, DRL also drafted and cleared 232 Secretary and spokesperson statements on breaking events and annual commemorative

days, as well as 135 media notes. The press and digital teams managed the annual “Free the Press” campaign and supported the launch of the #FreeThe20 campaign, highlighting the plight of 20 women prisoners of conscience from every region of the world. The press team also managed targeted press outreach for the release of the Human Rights Report, the International Religious Freedom Report, the swearing-in ceremony of a new Ambassador-at-Large for International Religious Freedom, and the historic launch of the first Special Envoy for the Human Rights of LGBTI Persons. DRL drafted and briefed the spokesperson on 38 items of press guidance and cleared 788 press guidance items that touched every geographic region

Sample Programs:

- **State of Rights (SOR):** In 2015, DRL continued the State of Rights (SOR) interactive series hosting nine events on various topics including North Korea, documenting human rights abuses, media freedom in China and the legacy of the Americans with Disabilities Act. Over 45 posts, bureaus, NGOs, journalists, academics, think tanks, multilateral organizations and other government agencies participated. The SOR digital archive on HumanRights.gov was accessed over 6,000 times, with the average viewer spending at least two minutes on the page. PPD also launched U.S. Policy 360 on the

Human Rights Reports and other rights issues with the Broadcasting Board of Governors.

- **HumanRights.gov 2.0:** DRL continued upgrading HumanRights.gov 2.0 particularly in the areas of search and cross content programming. In 2015, HumanRights.gov garnered 322,329 page views (883/day). The top five countries in order of visits were the United Kingdom, China, India, Canada and Australia. The most popular pages after the homepage were the NGO Fact Sheet (17,582 page views) and #Freethe20 campaign (8,748 page views). DRL supported a White House multi-stakeholder initiative to build out and elevate the Atrocity Prevention website. DRL also created content on prison camps of North Korea that included graphics projected as a backdrop for a North Korean defectors’ testimony event at the United Nations.
- **2014 Human Rights Report:** The Policy Planning team drafted the introduction and preface of the 2014 Human Rights Report, the annual progress report for State-USAID Joint Strategic Plan as well as Action Plan 15a for the Quadrennial Diplomacy and Development Review. PPD also organized the 2014 Human Rights Awards process, the Human Rights Defenders Awards Ceremony, and swearing-in of the first-ever Special Envoy for the Human Rights of LGBTI Persons.

BUREAU OF ECONOMIC AND BUSINESS AFFAIRS (EB)

FY 2014 Actual: \$229,000; FY 2015 Actual: \$73,000; FY 2016 Planned: \$116,000; FY 2017 Request: \$116,000

The public diplomacy (PD) team within the Office of Economic Policy Analysis and Public Diplomacy (EB/EPPD/PD) aims to support the Economic and Business Affairs Bureau’s strategic plan, which aligns with the State Department/U.S. Agency for International Development Joint Strategic Plan (JSP) and the Quadrennial Diplomacy and Development Review (QDDR). The bureau’s strategic goals are to: 1) leverage adroit economic diplomacy and commercial advocacy to expand U.S. access to overseas markets and attract job-creating foreign investment to our shores, using public outreach to amplify those efforts; 2) negotiate and implement international agreements that foster a more open, inclusive, transparent and stable economic policy environment around the globe; 3) increase the number of prosperous, democratic states that have market-driven economies and broad-based economic growth; 4) deploy economic diplomacy in support of general foreign policy objectives, including national security and sustainable development; and 5) enhance the department’s ability to conduct economic diplomacy by improving staff development and policy integration. The PD team is based in Washington, D.C. and includes four Foreign Service officers (including one on a temporary assignment or “Y-tour”), two civil servants and one contractor.

Social Media: EPPD/PD maintains a Facebook page, with more than 53,600 followers, and a Twitter handle (@EconEngage), with more than 5,000 followers as of late May 2016. A contractor assists the Assistant Secretary of Economic and Business Affairs with his Twitter handle (@AmbRivkin), which has approximately 9,500 followers as of late May 2016.

Sample Programs: EPPD/PD’s major projects during fiscal year 2015 and fiscal year 2016 included leading a benchmark, department-wide effort to promote the multi-stakeholder model of internet governance, and developing a multi-media communication strategy for the Secretary’s Award for Corporate Excellence ceremony. It also helped make the public case for the importance of counter-ISIL financing efforts, explained changes in Iran and Cuba sanctions regimes, and highlighted State Department work on new Open Skies Agreements. Both domestic and foreign outreach are an integral part of the effort to promote the bureau’s strategic goals. Specific examples of this engagement include:

- Working with the Public Affairs Bureau (PA) and the National Security Council (NSC) on a

domestic outreach campaign—including events with department principals and through traditional and social media—to promote the benefits of Trade Promotion Authority and the Trans-Pacific Partnership.

- EPPD/PD supported entrepreneurship by promoting the Global Entrepreneurship Summits and amplifying messages on the importance of entrepreneurship.

BUREAU OF ENERGY RESOURCES (ENR)

FY 2014 Actual: \$28,000; FY 2015 Actual: \$28,000; FY 2016 Planned: \$28,000; FY 2017 Request: \$28,000

The public diplomacy team in the Office of Policy Analysis and Public Diplomacy (ENR/PAPD) supports the Bureau of Energy Resource's (ENR) three core functional bureau strategy goals. The bureau works through regional energy diplomacy to strengthen energy security by promoting a diversity of fuel types, sources and supply routes to help foster adequate supplies of energy to the global economy. The bureau promotes energy transformation through advancing energy efficiency and conservation and the transformation of energy systems to cleaner fuel sources. The bureau works multilaterally to ensure that the institutions of global energy governance reflect current energy consumption patterns and deepen transparency in the extractives sector. The public diplomacy team is based in Washington, D.C. and includes one Foreign Service officer and two civil service employees.

Social Media: ENR/PAPD maintains a Facebook page and a Twitter handle (@EnergyAtState), which have more than 1,300 and 3,400 followers respectively as of late May 2016. The bureau captures presentations by bureau principals on video and these are included in the Bureau of Energy Resources webpage and YouTube.

Media Engagement: For Twitter and YouTube, the bureau leveraged traditional media television appearances by bureau principals on programs including Bloomberg TV, Fox "Mornings with Maria," "Squawk Box," "Morning Joe," and the Foreign Policy Association's "Great Decisions" episode on climate change. Similarly, interviews by bureau principals appearing in major news outlets, such as The New York Times, the Wall Street Journal, Foreign Affairs and Bloomberg, were also shared on social media platforms. The bureau also sponsored the visits of journalists from Latin America to cover the Caribbean Energy Security Summit in Washington, D.C. in 2015. Broader messaging priorities included the emergence of the United States as an energy exporting country, the adoption of the Paris Climate Agreement and implementation of Power Africa.

Sample Programs: The public diplomacy team supports thematic outreach opportunities including events and other public speaking opportunities for the special envoy and coordinator for International Energy Affairs, bureau principals and directors, and action officers as appropriate. Key public diplomacy themes and events in fiscal years 2014 and 2015 included:

1. European energy security and extensive media messaging by bureau principals on the need for diversity in European energy types, sources and supply routes;
2. The U.S.-chaired ministerial of the International Energy Agency (IEA), which brought emerging energy consumers into closer association with the IEA;
3. The International Renewable Energy Agency General Assembly; and
4. The Connecting the Americas 2022 initiative, which seeks to link the electric grids of the Western Hemisphere.

Specific examples include:

- ENR's major public diplomacy funded outreach projects during fiscal years 2014 and 2015 included invitational travel and stakeholders sessions for opinion leaders from the Caribbean on clean energy issues. The bureau also hosted the visit of an energy expert from Eastern Europe to speak at the State Department and Washington think tanks.
- The bureau hosted a stakeholders' roundtable with non-governmental organizations (NGOs) focused on the nexus of water and energy, a roundtable with experts on Russia from the Woodrow Wilson Kennan Institute and a roundtable with NGOs focused on Latin America. The bureau invited university students to the State Department for Earth Day events, helped organize a public walk to support World Water Day and managed a bi-weekly ENR Briefing Series speakers program.
- For domestic outreach, the bureau held engagements with university communities and citizens groups in Alaska, California, Colorado, the District of Columbia, Florida, Oklahoma, Pennsylvania, Texas and West Virginia.

BUREAU OF INTELLIGENCE AND RESEARCH (INR)

FY 2014 Actual: \$5.688 million; FY 2015 Actual: \$5.726 million; FY 2016 Planned: \$5.696 million; FY 2017 Request: \$5.696 million

The Bureau of Intelligence and Research Office of Opinion Research (INR/OPN) supports U.S. public diplomacy by providing the Secretary of State, the White House and policymakers across the government with analyses of foreign public opinion. Research is carried out at the direction of INR's Assistant Secretary and in consultation with the Under Secretary for Public Diplomacy and Public Affairs, regional bureaus and posts. Each year, the office develops a global research plan that targets priority countries and issues and designs customized studies in response to urgent or newly emerging policy priorities. INR/OPN's reports are distributed through electronic mailings, as well as through INR's unclassified and classified websites and the Open Source Center's web portal. In 2015 INR/OPN provided more than 200 polls and qualitative research projects to support these objectives and expects to provide as many or more in 2016.

INR/OPN's team consists of regional and methodological experts who assess the impact of public opinion on the policies and actions of foreign leaders and identify opportunities and challenges for U.S. public diplomacy and strategic communication. It is based in Washington, D.C. and is comprised of 36 staff members in four polling divisions: Europe and Eurasia; the Near East and South Asia; East Asia; and Africa and the Americas. There is also one survey methodology division. INR/OPN polling analysts manage all phases of quantitative and qualitative research projects, including: methodology and sample design, questionnaire design, field firm oversight, translation, pretesting and quality control. Polling analysts also periodically travel to the region to meet with embassy personnel, evaluate public opinion research facilities, meet and train foreign survey researchers, and observe focus groups.

Social Media: INR/OPN does not maintain any social media presence.

Sample Programs: INR/OPN's products help public diplomacy practitioners better understand foreign public opinion. The goal is to provide information that can be incorporated into public diplomacy efforts.

Surveys: The office conducted and analyzed 243 surveys, representing public opinion in 111 countries in fiscal year 2015. In fiscal year 2016, INR/OPN is on track to conduct and analyze approximately 240 surveys, representing public opinion in more than 100 countries. An example for 2015 includes INR/OPN's surveys that provided first-hand information about how publics viewed crucial policy issues (e.g., the influence of Russian propaganda or the rise of ISIL and strategies for countering it). This information continues to inform U.S. public diplomacy outreach strategies in 2016.

Specialized Products: INR/OPN conducts strategic communications profiles for individual countries on particular issues to provide information on the public environment to inform public diplomacy (PD) strategy; conducts deep dives and briefings on strategic topics; and completes analysis that can be shared with key non-U.S. government stakeholders in the form of white papers. An example from 2015 is a pilot project in a Latin American country to produce a life-cycle case study to inform the first phases of PD strategic planning before an outreach strategy would be implemented. To accomplish this INR/OPN developed a four-stage audience analysis plan. The plan included surveys every two months to collect baseline opinions on PD themes and communications data (including social media use) followed by research with opinion leaders and focus groups to test messages on four main engagement pillars. Finally, a nationwide survey was created and used to test developed messages with broader audiences.

BUREAU OF INTERNATIONAL NARCOTICS AND LAW ENFORCEMENT AFFAIRS (INL)

INL receives no public diplomacy (.7) program funds

The Public Affairs/Public Diplomacy (INL/PAPD) function of the Bureau of International Narcotics and Law Enforcement Affairs (INL) resides in the Office of Policy, Planning and Coordination (INL/PC). PAPD's efforts are divided into reactive press work, such as responding to media queries and crafting messaging guidance for the Public Affairs Bureau (PA). It also includes proactive press and public diplomacy outreach via traditional and social media engagement, in addition to public speeches and events within the United States and overseas. The

Washington, D.C.-based team consists of four civil servants and one Foreign Service officer.

Social Media: INL/PAPD maintains a Facebook page and a Twitter handle (@StateINL) for the bureau, and uses these channels to put forward a steady stream of content. As of the end of May 2016, the Twitter handle had more than 6,000 followers. PAPD also works with the Public Affairs (PA) and International Information Programs (IIP) Bureaus to create content to be shared on their social media platforms, including the DipNote

and Medium blogs and the ShareAmerica website.

Media Engagement: INL/PAPD works directly with U.S. embassies worldwide to amplify engagement on INL topics to local audiences, particularly when the INL Assistant Secretary travels overseas. For example, in July 2015 INL's assistant secretary was in Budapest for the 20th anniversary of the U.S.-run International Law Enforcement Academy. While he was there, INL worked with Public Affairs Section (PAS) Budapest to arrange for engagements by the assistant secretary with

Hungarian media (print and TV) and with the Brussels media hub to set up engagement with international and European press.

Sample Programs: INL regularly produces a newsletter about its programs, the INL Beat, which reaches approximately 7,500 people via direct emails, social media and INL's website. INL/PAPD also has a new, public one-page fact sheet, slogan and public-facing website, all designed to better communicate INL's purpose and objectives.

BUREAU OF INTERNATIONAL SECURITY AND NONPROLIFERATION (ISN)

FY 2014 Actual: \$8,000; FY 2015 Actual: \$8,000; FY 2016 Planned: \$8,000; FY 2017 Request: \$8,000

The Bureau of International Security and Nonproliferation (ISN) manages a broad range of U.S. nonproliferation policies, programs, agreements and initiatives. The Strategic Communication and Outreach Office (ISN/SCO) is the public affairs and press office for ISN. ISN/SCO supports ISN issue areas through social media and in outreach efforts with recognized experts in academia, the private sector and the NGO community. It also manages ISN's legislative affairs. The ISN/SCO Public Affairs and Outreach team of two Foreign Service officers and six civil service employees is based in Washington, DC.

Social Media: ISN/SCO maintains a Facebook page and a Twitter handle (@ISNAsstSecy). As of late May 2016, the Facebook and Twitter audiences numbered approximately 38,000 and 1,700 respectively.

Sample Programs:

- **Treaty on the Non-Proliferation of Nuclear Weapons Review Conference:** ISN led efforts to prepare for U.S. participation in the 2015 Treaty on the Non-Proliferation of Nuclear Weapons (NPT) Review Conference (RevCon), which takes place every five years at the United Nations. The SCO team designed a comprehensive outreach plan that included video compilations, foreign and domestic press briefings, media notes, blog postings and extensive social media outreach.
- **Iran Joint Comprehensive Plan of Action (JCPOA):** In fiscal year 2015, ISN focused much of its effort to support the negotiation of a deal with Iran on its nuclear program. The JCPOA aims to eliminate Iran's stockpile of medium-enriched uranium, cut its stockpile of low-enriched uranium by 98 percent

and reduce by two-thirds its number of gas centrifuges. Along with these restrictions are provisions allowing the International Atomic Energy Agency (IAEA) to have regular access to Iran's facilities for verification. In return, if Iran lives up to its side of the deal, it will receive relief from U.S., E.U. and U.N. nuclear-related sanctions.

- **Promoting Pakistan Nonproliferation and Disarmament:** ISN/SCO expended \$8,000 of PD funds allocated from the Under Secretary for Public Diplomacy and Public Affairs (R) to support a program to inform leading Pakistani NGOs on nonproliferation and disarmament issues. Three prominent up-and-coming Pakistani leaders from within the nonproliferation and disarmament community in Pakistan were selected in partnership with the Middlebury Institute of International Studies at Monterey to attend the NPT RevCon for a week. The program provided the up-and-coming NGO leaders with an opportunity to develop new perspectives beyond the binary Pakistani-Indian nuclear deterrence outlook.

BUREAU OF OCEANS AND INTERNATIONAL ENVIRONMENTAL AND SCIENTIFIC AFFAIRS (OES)

FY 2014 Actual: \$642,000; FY 2015 Actual: \$269,000; FY 2016 Planned: \$269,000; FY 2017 Request: \$271,000.

The OES Bureau leads U.S. diplomacy on environmental, science, technology and health (ESTH) issues. Top priorities include addressing climate change, protecting our ocean, building global health security capacities to respond to pandemic diseases like Ebola, and working to promote science-based decision making. For the unique set of issues for which the OES bureau is responsible, public engagement and communication is a core strategy for building the broad action needed to address ESTH challenges that directly affect Americans. To accomplish this, the Office of Policy and Public Outreach (OES/PPO) leads public diplomacy (PD) planning and coordination among multiple State Department offices and the interagency community on international engagement efforts. The Washington, D.C.-based office's public diplomacy team includes two foreign service officers, a civil service employee and a contractor. In addition, OES works through its 12 regional ESTH hubs around the world. The hubs facilitate regional approaches to ESTH issues that, by their nature, cross boundaries. Headed by regional ESTH officers, the hubs work closely with OES/PPO and public diplomacy officers at U.S. embassies and consulates on outreach.

Social Media: The OES Facebook account is one of the most popular in the State Department with more than 2.4 million followers. OES/PPO maintains a Twitter handle (@StateDeptOES), which had more than 7,200 followers as of late September 2016. Another Twitter handle (@USArctic) had more than 3,600 followers as of late September 2016, highlighting U.S. policy during the 2015-2017 U.S. chairmanship of the Arctic Council.

Sample Programs: Examples of OES's foreign public engagement include support for the 21st Session of the Conference of the Parties to the United Nations Framework Convention on Climate Change (COP 21) held in Paris in 2015, the Science Envoy program, and the Our Ocean conferences:

- At the 21st Session of the Conference of the Parties to the United Nations Framework Convention on Climate Change (COP 21) held in Paris, OES created a state-of-the-art public outreach space called the U.S. Center at COP 21. The center showcased U.S. policy and leadership on climate change to conference participants and connected them with global audiences via U.S. missions to create additional outreach opportunities. It served as a high-profile public diplomacy platform for the negotiations and allowed the United States to engage additional audiences around the world on climate change issues.
- OES manages the Science Envoy program launched by President Obama to increase cooperation and public engagement on scientific issues including the development of new vaccines for underserved diseases.
- OES/PPO leads public outreach on high profile initiatives—like the Our Ocean conferences, wildlife trafficking, the Ebola epidemic and water security—to create action on these and other global threats. For example, the Our Ocean conferences resulted in \$4 billion in new commitments to better protect the world's ocean.

BUREAU OF POLITICAL-MILITARY AFFAIRS (PM)

FY 2014 Actual: \$8,000; FY 2015 Actual: \$8,000; FY 2016 Planned: \$8,000; FY 2017 Request: \$8,000

This funding is used for outreach by the Office of Weapons Removal and Abatement (PM/WRA)

The Office of Congressional and Public Affairs (PM/CPA) is responsible for facilitating effective communication and interaction between the Bureau of Political-Military Affairs and Congress, foreign and domestic journalists, industry leaders, the NGO community and the general public. Given the bureau's equities in arms sales, security assistance and other areas of civil-military cooperation, PM is among the most actively engaged bureaus with Congress. In public affairs and public diplomacy, PM/CPA engages directly and with regional bureaus and embassies to highlight the State Department's role in building robust partnerships through security assistance programs and defense trade. It also works to emphasize PM's role in coordinating State and Defense Department operations to further foreign policy and national security interests and to showcase PM

programs that aim to positively contribute to human security in post-conflict environments, including efforts to promote international peacekeeping, security sector reform, clearance of unexploded ordinance, and securing potentially at-risk small arms and munitions. PM/CPA has a staff of two civil service employees, one Foreign Service officer and a media monitoring position filled by a contractor.

Social Media: PM has a Twitter handle (@StateDeptPM), which is updated daily and maintained by all PM/CPA members. As of late May 2016, it had more than 3,200 followers.

Media Engagement: The office regularly distributes daily and weekly publications compiling new articles

and editorials on a wide range of topics that affect professionals handling political-military equities. These topics include counter-piracy, demining, weapons sales and transfers, and regional conflicts. In calendar year 2015, PM/CPA fielded 661 media inquiries covering the full media spectrum, from major U.S. and international news outlets, to defense industry press, to bloggers, academics and other major opinion-shapers on military and international security issues.

Sample Programs: PM works with many partners to promote the bureau's policy objectives. These efforts include campaigns and domestic outreach activities.

- **Campaigns:** PM/CPA was responsible for the Public Affairs roll-outs of the President's Export Control Reform Initiative; the U.S. Export Policy for Unmanned Aerial Systems; several major arms sales to major U.S. partners, including Israel, Pakistan, Saudi Arabia, South Korea and Taiwan; and a campaign to emphasize the State Department's role in providing security assistance and capacity building to U.S. allies and partners through training programs and transfers of defense equipment.

Additionally, PM/CPA provided support to the Bureau of International Organizations (IO) in publicizing the U.N. Day of International Peacekeepers and the U.N. International Day of Mine Awareness and Assistance in Mine Action.

- **Domestic Outreach:** In the past year, PM/CPA organized sessions featuring State Department officials on a range of topics such as maritime security, DOD and State authorities, and how human rights monitoring affects weapons sales. The sessions were with key representatives from think tanks (e.g., American Enterprise Institute, Atlantic Council, Brookings, Council on Foreign Relations, Center for a New American Security, Center for Strategic and International Studies, Heritage Foundation, and the International Institute for Strategic Studies) and NGOs (e.g., Alliance for Peacebuilding, Oxfam America, Saferworld, Search for Common Ground). PM/CPA also invited local authors and academics to address PM audiences on the status of political-military affairs in countries such as Japan, the Republic of Korea, Georgia and Kazakhstan.

BUREAU OF POPULATION, REFUGEES, AND MIGRATION (PRM)

PRM receives no public diplomacy (.7) program funds

PRM's public diplomacy (PD) efforts at home and abroad have two objectives: 1) to generate goodwill for the United States by increasing recognition of its role as the world's largest provider of humanitarian assistance and resettlement destination for refugees; and 2) to advocate for displaced and vulnerable populations affected by conflict. PRM's public diplomacy and press team is staffed with two Foreign Service officers and one civil service employee. They conduct public outreach via speeches, public events, traditional media relations, social and digital media, fact sheets and pamphlets for public dissemination. They also encourage U.S. embassies, consulates and others representing the U.S. abroad to include refugee and migration issues in their public diplomacy outreach efforts. In addition to U.S. embassies and consulates, the unit works closely with the Bureaus of Public Affairs (PA), International Information Programs (IIP) and Educational and Cultural Affairs (ECA).

Social Media: PRM maintains a Facebook page with more than 45,000 followers and a Twitter handle (@StateDeptPRM) with approximately 8,000 followers as of late May 2016. Since late August 2015, these audiences have grown due to increasing interest in refugee issues. In this time period, individual Facebook posts reached an average of 7,600 Facebook users per day, and individual Tweets an average of 3,200 Twitter users per day.

Media Engagement: PRM officials regularly interact with the media, especially at times of high-profile interest in refugees and migration surrounding incidents that capture global attention, such as the September 2015 drowning death of a three-year-old Syrian refugee in Turkey and the November 2015 terrorist assault in Paris. These efforts highlighted broader U.S. humanitarian efforts. Each year, the United States provides more than \$6 billion in humanitarian assistance worldwide through the State Department and USAID, more than any other single donor. The United States is also the largest single-donor of humanitarian funding to those affected by the Syrian conflict, having contributed \$5.6 billion from the start of the conflict in 2011 through July 2016. In addition, approximately 85,000 refugees were resettled in the United States in fiscal year 2016, including 10,000 Syrians.

Sample Programs:

- **World Refugee Day (WRD):** PRM cooperated with the White House to host a "Champions of Change" for World Refugees event on June 25, 2015. This White House World Refugee Day Event highlighted the efforts of ten U.S. citizens who are making a difference in helping refugees from around the world. Additionally, dozens of U.S. embassies used PRM op-eds, talking points and social media to sup-

port their World Refugee Day public diplomacy outreach activities with overseas audiences. In 2016, WRD plans include possible domestic travel by the Secretary of State, Deputy Secretary of State and PRM leadership to promote refugee issues around the country.

- **Refugee Integration:** PRM participates in working groups with the regional bureaus, ECA, IIP, PA, R, and others that coordinate messaging and program activity to promote the integration of refugees and migrants around the world. These activities include those suggested and developed by individual country PD offices at U.S. missions in the re-

gion. PD activities include the International Visitor Leadership Program (IVLP), Fulbright and other educational and exchange programs. Examples range from a hackathon to develop mobile apps that support needs of the refugee community in Turkey to a Fulbright specialist on migration issues who was hosted by the Athens municipal government in Greece.